

# TALIM

ANNUAL PUBLICATION

VOL. 9

JUNE 1999



NEPAL AOTS ALUMNI SOCIETY

## EDITORIAL

As we gear ourselves for the new millennium, Nepal AOTS Alumni Society, is preparing itself to the challenges that lie ahead in the coming century. In the last nine years since its formal establishment of NAAS has gone through many stages. But needless to say, the experience that we have gained in those past years has given us a strong motivational point to focus ourselves for the next century.

This issue is being published in time for the Ninth annual general meeting of NAAS on 25th June 1999. We have been publishing TALIM every year to highlight the different activities of NAAS, as well as some topical articles concerning management and technical issues. With a collective effort from the NAAS family, this issue intends to provide insights on various training programs and seminars that NAAS has been implementing.

A new bold step is being taken by NAAS with a commitment to fulfill for the new century, the commitment to embrace ourselves to the advancing technological forefront of IT. It is a dream come true for NAAS that it has established a computer school with the support to CICC-Japan, AOTS, Japan and Embassy of Japan, Nepal.

A total of 41 trainees were trained in Japan, 9 in SAFFAS countries, and 266 in Nepal in the year 1998-1999. Regular programs such as domestic lecturing tour, OTP, lecturing tour by Japanese professors, PNEE and Japanese management training program saw an overwhelming response from the trainees. The 5th SAFAAS which took place in Dhaka, Bangladesh was also participated by 5 Nepalese delegates, led by the NAAS president.

With the theme "Improving Work Life Through Quality Management", the first quality convention in Nepal was held by NAAS. This convention brought together resource persons from Bangladesh, India, Pakistan, Sri Lanka and Nepal. Such an event with active participation from various economic sectors can certainly promote quality consciousness among entrepreneurs.

Since the beginning of its inception, NAAS has been privileged to receive advice and guidance from Yamamoto San. His contribution to the development of NAAS has been a major factor that groomed us to be where we are at present. We hope to receive his continuous guidance and support as an advisor of AOTS for the growth of NAAS. We dedicate this issue of TALIM to Yamamoto San as a token of our gratitude to him for all he has done for us.

This publication is a result of the cooperation of all NAAS friends, and contributions from our advertisers and well wishers, and not to forget the efforts of the publication committee. We hope you find this TALIM and interesting reading material and a handy reference to contact NAAS colleagues. Your suggestions to enhance this publication shall be positively welcomed.

### PUBLICATION COMMITTEE

*Coordinator*

**Braz Vaidya**

*Members*

**Kiran N. Shakya  
Ramesh M. Singh  
Bijaya Manandhar  
Binod Baskota**

The authors are responsible for views expressed in their articles.

Printed at : **Subhash Printing Press**, Tel : 533191, 533603

# TALIM

Vol. 9

June, 1999

## CONTENTS

1. NAAS News	8
2. NAAS Report	
* Report on the Eighth Annual General Meeting	15
* Domestic Lecturing Tour Program to Narayangarh	16
* Nepal AOTS Computer Training Center	17
* Tourism & Hotel Marketing Management Training	18
* Seminar on TQM and ISO 9000	19
* 5th SAFAAS Convention	20
* President's Report on NAAS Activities	22
* SAFAAS Training & Information Center, Ktm	23
* Dhaka Resolution - 1998	26
* Basic Guidelines for the WNF	27
* Training Program on Printing Technology and Management	29
* Regional Convention on Quality Management	30
3. AOTS Experience	
* IT Training at CICC, Japan	31
* Industrial Sewing Machine Maintenance Training at Dhaka	32
* The Executive Program on Corporate Management for Bangladesh & Nepal	33
4. Articles	
* TQM Practices In Indian Organizations	34
* Status of TQM Application in Nepalese Industries	37
* Quality Management in Bangladesh	41
* Implications of Quality Practices in Industry	45
5 NAAS Member List	49

### Cover : FUJISAN

Fujisan, 12389 ft. - the breath-taking famous mountain of Japan, also known as Mt. Fuji, captured on canvas through the artistic strokes of Mr. Nagaaki Yamamoto, Advisor and immediate past president of AOTS, Japan. This beautiful water colored painting is a parting gift of Mr. Yamamoto who had personally presented it to NAAS during his last visit to Nepal on 2nd August, 1998, a few months prior to his retirement as president of AOTS.

*Wishing the 9th Annual General Meeting of  
Nepal AOTS Alumni Society  
a grand success*



## **Rice & Bowl Restaurant**

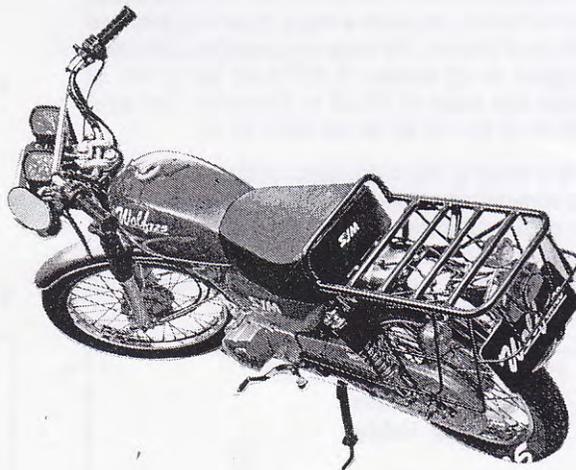
Saket Complex, 2nd Floor, Tripureswor, P. O. Box : 1683, Kathmandu  
Tel : 260677, 251678

*With best compliments to  
Nepal AOTS Alumni Society*



**STAR  
INTERNATIONAL  
LTD.**

Jaycees Building, Thapathali, Kathmandu  
Tel : 231809, 242552



*Please remember us for : attractive designs of new motorcycles, generators, water pumps made in Taiwan in collaboration with Honda, Japan; Genuine spare parts and accessories of Japanese and Indian motorcycles.*

## PRESIDENT'S MESSAGE



A new copy of TALIM (meaning Training or *Kenshu*) magazine is in your hand. To promote the Nepal AOTS Alumni Society's motto of "Continuity", this ninth volume of the society's annual publication has been prepared and presented to you on the occasion of its Ninth Annual General Meeting. This magazine provides you briefings of the activities of NAAS during the year 1998/99, together with some useful and interesting articles.

As the world enters into the 3rd millenium, AOTS completes four decades of its service. NAAS is already nine years old and will be entering into the second decade of its establishment in the year 2000 A. D. During its first decade of establishment, NAAS has undergone three distinct stages. During 1989-1991, the institution building stage, NAAS mainly concentrated on membership drive and getting government approval for its formal registration. In the second stage, during 1991 to 1994, the observation phase, the activities of NAAS were mainly concentrated on observing the activities of other AOTS Alumni Societies and following the guidelines provided by AOTS, Japan to understand the procedures of AOTS Alumni Societies. The third stage, 1994 to 1998, was the growth phase. During this phase, NAAS concentrated on conducting training programs to build up adequate savings to construct is own building, and equip itself with appropriate logistics for conducting training.

It is very satisfying to note that NAAS has passed through all these three stages and has achieved its envisaged goal. At present, it has its own full fledged training center equipped with required training logistics, and not only can it sustain its administrative operating expenses but also to promote its main objective of further development of human resource activities. It is time to develop a new vision for strengthening its new phase of institution building. In this regard, NAAS has already initiated two-dimensional programs of human resource development, namely on IT and QUALITY. The biggest challenge we face today is our commitment to develop Nepalese manpower in IT and Quality.

*Wishing you all the best in the coming year.*

**Dinesh P. Chapagain**  
*President,*  
*Nepal AOTS Alumni Society*

Wishing the 9th Annual General Meeting  
of

*Nepal AOTS Alumni Society*

a grand success

**BCI**

**Blue Chip International (P.) Ltd.**

Meera Home, Khichapokhari  
P. O. Box 9468, Kathmandu

Tel : 225811  
Fax : 977-1-221826

*Remember us for ... Computer Hardware  
Software, Consultancy and Corporate Training*

*We wish NAAS Every Success in Achieving its Goal of  
Exchanging Technical, Managerial, Cultural and  
Entrepreneurial Experience Between Japan and  
Nepal on the occasion of its 9th Anniversary.*

**LUMBINI FINANCE & LEASING CO. LTD.**

Tridevi Marg, Thamel, Kathmandu  
Tel : 423443/45

# NEPAL AOTS ALUMNI SOCIETY

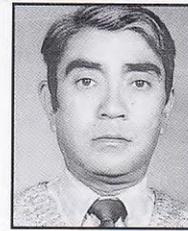
## Executive Committee, 1998-2000



**Mr. Madhusudan Bhattarai**  
(Advisor)



**Mr Purushottam N. Manandhar**  
(Advisor)



**Mr. Asoka M. S. Bania**  
(Advisor)



**Mr. Dinesh P. Chapagain**  
(President)



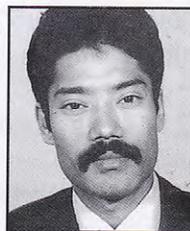
**Ms. Amira Dali**  
(Vice President)



**Mr. Pradeep Bista**  
(Vice President)



**Mr. Prakash R. S. Suwal**  
(General Secretary)



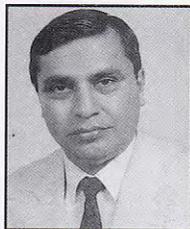
**Mr. Asta B Shakya**  
(Joint Secretary)



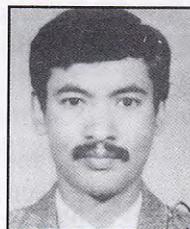
**Mr. Kumar P. Khanal**  
(Treasurer)



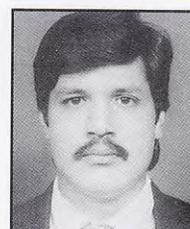
**Mr. Mahesh Nakarmi**  
(Joint Treasurer)



**Mr. Ramesh P. Nepal**  
(Member)



**Mr. Bhawani B. Joshi**  
(Member)



**Mr. Kiran N. Shakya**  
(Member)



**Mr. Shanta B. Malla**  
(Member)



**Mr. Ballav B. Pradhanang**  
(Member)



**Mr. Ramesh M. Singh**  
(Member)



**Mr. Prakash R. Shrestha**  
(Member)



**Mr. Binod Rajbhandari**  
(Member)

# NEPAL AOTS ALUMNI SOCIETY

## CORPORATE MEMBERS

1. **Department of Mint  
Nepal Rastra Bank** Sundhara, Kathmandu  
Tel : 246615, Fax : 221750
2. **Shimizu Corporation** P. O. Box : 346  
Thapathali, Kathmandu  
Tel : 259338, 259339, Fax : 259337
3. **Harisiddhi Brick & Tile Factory Ltd.** P. O. Box : 476, Kamaladi, Kathmandu  
Tel : 240698, 222637 Fax : 240665  
E-mail : nbgroup@mos.com.np
4. **Himalayan Brewery Co. Ltd.** P. O. Box : 1448  
Putalisadak, Kathmandu  
Tel : 419198, 410811, Fax : 412847
5. **Sweta Bhairab Power Supply Co. Ltd.** Jyatha, Kathmandu  
Tel : 249082, Fax : 977-1-223187  
E-mail : sako@mos.com.np
6. **ICTC Pvt. Ltd.** ICTC Building, Hattisar P. O. Box : 660  
Kathmandu  
Tel : 410156, 419695, Fax : 434937  
E-mail : ictc@vishnu.ccs.com.np
7. **Nepal Industrial Development Corporation** NIDC Building, Durbar Marg  
P. O. Box 10, Kathmandu  
Tel : 228322, 222560, Fax : 227428
8. **Royal Drugs Ltd.** Babar Mahal, Kathmandu  
Tel : 221512, 220635, Fax : 226116
9. **Nepal Electricity Authority** P. O. Box : 4909  
NEA Central Office, Durbar Marg, Kathmandu  
Tel : 225296, 227725, Fax : 227035
10. **Jyoti Group of Companies** P. O. Box 133  
Jyoti Bhawan, Kantipath, Kathmandu  
Tel : 225490, 226327, Fax : 226314
11. **Himalayan Bank Ltd.** P. O. Box : 3810  
Karmachari Sanchay Kosh Building  
Tridevi Marg, Thamel, Kathmandu  
Tel : 227749, 225399, Fax : 222800  
E-mail : hbl@hbl.mos.com.np

# NEPAL AOTS ALUMNI SOCIETY

## INSTITUTIONAL LIFE MEMBERS

- Hazama Corporation**  
TNT Building, P. O. Box 4137  
Tinkune, Kathmandu  
Tel : 482546, Fax : 482956
- Nepal Hokkei (Pvt.) Ltd.**  
Lumbini Sacred Garden, Rupandehi  
Tel/Fax : 071-20236
- Nissaku Co. (Nepal Office)**  
P. O. Box : 3753  
Pulchowk, Lalitpur  
Tel : 525979, Fax : 977-1-521812  
E-mail : nepal@nsk.wlink.com.np
- Pacific Commercial Co. (Pvt.) Ltd.**  
P. O. Box : 347  
Putalisadak, Kathmandu  
Tel : 430525, 431525, Fax : 430413
- Deepak Garment Industries**  
P. O. Box : 1958  
New Baneswhor, Kathmandu  
Tel : 495768, Fax : 488463

## HONORARY LIFE MEMBER

- Mr. Sindhu Nath Pyakural**  
Kha 2-34, Dillibazar  
Kathmandu  
Tel : 412025, 412759

## Nepal AOTS Alumni Society

P. O. Box 3190, Koteswor, Kathmandu, Nepal

Tel : 478467 (YTG), 521295

Fax : 977-1-525417

E-mail : naas@ytg.mos.com.np

## Eighth Annual General Meeting of NAAS

The Eighth Annual General Meeting of Nepal AOTS Alumni Society was held at Hotel Himalaya on 19th June 1998. The election for the executive body was held for the term 1998-2000 AD the under supervision of Honorable Life Member Mr. Sindhu Nath Pyakurel. The AGM was chaired by the chief guest Dr. AKM M. Hussain, Representative, AOTS Dhaka office.



## Domestic Lecturing Tour Program at Narayanghat

A two-day seminar on "Japanese Management for Improvement of Quality and Productivity" was organized jointly by AOTS Japan, Nepal AOTS Slumni Society and Narayangarh Chamber of Commerce & Industries on 21-22 June, 1998. This was the fifth program conducted by NAAS under Domestic Lecturing Tour Program series utilizing NAAS's own resource persons.

## Seminar on Introduction to Japanese Style Management

Upon the request of Kathmandu Lady Jaycees, Nepal AOTS Alumni Society organized a one-day introductory seminar on Japanese Style Management on 18th, July 1998 at YTG. This seminar was the first of its kind arranged specially for ladies of Kathmandu, and all 18 participants were Jaycees members.

Since the participants were ladies, the seminar started with the introduction on role of women in the management. Introduction on Japanese style management, 5S and Kaizen were also introduced in short with relevant video shows on Japanese management.

Through this short seminar NAAS created the



awareness about the concept of good management among the ladies, and this could be the departure point for starting good management practices at home, company, factories etc. The participants also realised the importance and relevancy of Japanese style management in Nepal.

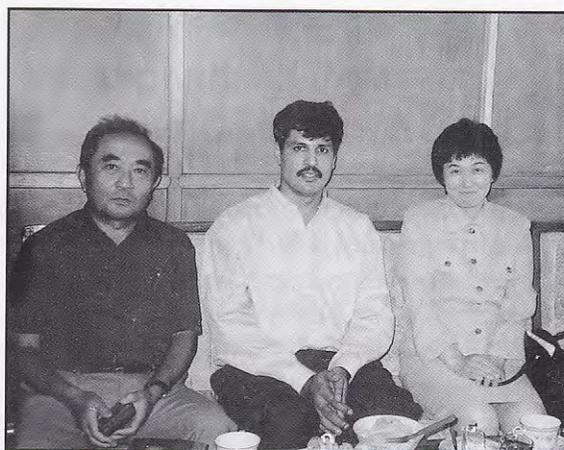


## CICC Donated Computers to NAAS

A formal computer handing over ceremony was organized on 2nd, August 1998 at YTG, Koteswor. Mr. Masaki Komurasaki, Managing Director, CICC Singapore representing the Center of the International Cooperation for Computerization (CICC), Japan handed over the computer documents for the NAAS Computer School to Mr. Dinesh Chapagain, President of NAAS. Mr. Nagaaki Yamamoto, President, AOTS Japan, H. E. Charge dé Affairs, K. Yotsuya and Second Secretary, Mr. H. Onishi, Embassy of Japan, Prof. S. Kubota and Mr. Rick Masuda from Japan were among our valuable guests present on this occasion.

## Follow-up Mission by Prof. Kubota

Professor Seiichi Kubota and Ms. Midori Morioka visited Kathmandu from 2 to 6, August 1998 on a follow-up mission of AOTS. Prof. Kubota visited several industries owned by NAAS members as well as interviewed the members to get their feed back. His report on the follow-up mission has been published in the AOTS Quarterly KENSHU, Number 151, Spring 1999 issue under "AOTS Report : Survey of Ex-Trainees".



## Training Program on Tourism & Hotel Marketing Management

Two separate training programs were held on tourism and hotel marketing management under the overseas training program (OTP- 7A and 7B) at Kathmandu. The first 3-day basic training program on "Tourism & Hotel Marketing and Destination Management" was held on 3-7 August 1998, while the second 4-day advanced training program on "Resort Marketing and Management" was held on 9-12 August 1998. Mr. Rick Masuda who has been

the trainer of previous training programs on hotel management in 1996 and 1997, was the trainer of these two programs too. These two programs were implemented by AOTS and NAAS in cooperation with the Hotel Association of Nepal (HAN).





### Seminar on Total Quality Management and ISO 9000

A two-day seminar on "Total Quality Management and ISO 9000" was conducted on 17-18, September 1998 at Hotel Blue Star with joint collaboration of AOTS, Japan. Professor Noriaki Kano, Total Management Professor of Science University of Tokyo was the resource person of this seminar. This seminar highlighted awareness on Total Quality Management (TQM) and its relationship with ISO 9000 series to senior managers who attended this seminar.

### Alumni Exchange Program to Dhaka

Four participants from various garment industries of Nepal participated in "Industrial Sewing Machine Maintenance Technology" training program in Dhaka from 12 to 24, September 1998 under the Inter Alumni Resource Exchange Program. The trainees were trained by three Japanese trainers and five Bangladeshi and on maintenance of advanced JUKI sewing machines.



### Visit by Mr. Asao

Mr. Masashi Asao, one of the most prominent faculties of AOTS Quality Control courses and a Deming prize holder, was in Kathmandu with his wife on a personal visit from 29th October to 1st November 1998. During his stay in Kathmandu, he visited YTG and attended an orientation program organized for PNEE-7 at Hotel Mountain at that time

### Participation in Kite Flying Competition

Two NAAS members, Mr. Kiran Shakya and Binod Rajbhandari, participated in the Annual Kite Flying and Kite Designing Contest held by the Embassy of Japan on 10th October, 1998. The venue for this program was at Tribhuvan University grounds. Mr. Kiran Shakya received the second prize on the occasion.



## Program for Nepalese Entrepreneurs in Japan

Three different batches of Nepalese entrepreneurs attended three programs under the Program for Nepalese Entrepreneurs, PNEE 6, 7 and 8 respectively. The first group's program was held from 4 to 17 November at Yokohama, and from 19 to 23 November, 1998 at Singapore. The



program for the second group was held from 8 to 19, March 1999 at Yokohama, and likewise, the program for the third group was held at Osaka from 12 to 25, May 1999. A total of 36 entrepreneurs representing small and medium scale enterprises participated in these three programs.

## 5th SAFAAS Convention in Dhaka

Five delegates from NAAS attended the 5th South Asian Federation of AOTS Alumni Society (SAFAAS) convention held on 27-28 November, 1998 in Dhaka, Bangladesh. Mr. Dinesh Chapagain (President), Ms. Amira Dali (Vice President), Mr. Asta Shakya (Joint Secretary), Mr. Binod Rajbhandary (Executive Member) and Mr. Brajesh Vaidya (Member) attended the two day convention. The convention was inaugurated by the President of the People's Republic of Bangladesh, Justice Shahabuddin Ahmed.



**Training under AOTS Japan**

**AOTS Alumni Scholarship 1998/99 (Japan)**

- |  |  |
|--|--|
| 1. Mr. Sarju Rajbhandary<br>Mercantile Commu-<br>nication        | Technical Training<br>7 Jun-10 Sept. 1999<br>(Object Oriented Client<br>Server Application<br>Development) |
| 2. Mr. Tanka Mani Kafle<br>Gorkha Brewery Ltd.                   | "The Quality Management<br>Program for SAFAAS<br>(SFQM)"<br>30 Nov.-18 Dec. 1998                           |
| 3. Mr. Durgesh Raj Dali<br>Royal Nepal Airlines                  | "The AOTS World Business<br>Network Program<br>for SME Entrepreneurs<br>(WBNP-14)"<br>March 1-19, 1999     |
| 4. Mr. Mahendra P. Suwal<br>Prasuma Delicatessen                 | "The AOTS World Business<br>Network Program for SME<br>Entrepreneurs (WBNP-14)"<br>March 1-19, 1999        |
| 5. Mr. Chinta Mani Bhattarai<br>Lumbini Finance &<br>Leasing Co. | "The Program for SAFAAS<br>Entrepreneurs (PSFE)"<br>April 7-20, 1999                                       |
| 6. Mr. Kishor K. Maharjan<br>Himalayan Bank Ltd.                 | "The Program for SAFAAS<br>Entrepreneurs (PSFE)"<br>April 7-20, 1999                                       |

**Inter Alumni Society Exchange Program 1998/99**

"Industrial Sewing Machine Maintenance Technology" in Dhaka on 12-24 September, 1998

- |                                    |   |
|------------------------------------|---|
| 1. Mr. Narayan Narkarmi            | Readymade Garments<br>Training Centre                                 |
| 2. Mr. Purushottam Adhikary        | Siwani Fashion Garment<br>(P) Ltd.                                    |
| 3. Mr. Tika Ram Gautam             | Binita Fashion Industries   |
| 4. Mr. Chitra B. Adhikary          | Deepak Garment Industries   |
| 5. Mr. Prakash R. S. Suwal<br>NAAS | "PC Network System<br>Design" in Dhaka on<br>8-12 November 1998.      |
| 6. Mr. Kumar Khanal<br>NAAS        | "Third Annual Quality<br>Convention" in Dhaka on<br>11-12 Dec., 1998. |

**World Network of Friendship (WNF) Program**

"Assembly and Maintenance of Color TV" at Limo Electronics Ltd. in Bangladesh on 24 May-12 June, 1999.

- |   |   |
|---|---|
| 1. Mr. Babu Raja Maharjan                       | Kathmandu Repairing<br>Center   |
| 2. Mr. Anand Vaidya                             | Electronic Clinic   |
| 3. Mr. Bharat Prasad Aryal<br>CEMEC Consultancy | "Quality Management in the<br>Construction of Buildings"<br>at The Structural Engineers<br>Ltd. in Bangladesh on<br>24 May-12 June, 1999. |

**CICC Scholarship 1998/99 (Japan)**

- |  |  |
|--|--|
| 1. Jyoti Tandukar<br>Institute of Engineering                  | "CASE Tool Based Object<br>Oriented System<br>Development<br>11 Jan - 19 March, 1999 |
| 2. Pradeep Manandhar<br>Blue Chip International                | "Multimedia Title<br>Development Course"<br>25 Jan - 19 March 1999                   |
| 3. Lochan Lal Amatya<br>Nepal Telecommunication<br>Corporation | "Network /Internet System<br>Development Course"<br>9 May - 17 July 1999             |
| 4. Shekhar Prasad Dhungana<br>Kathmandu University             | "Client Server Application<br>Development Course"<br>9 May - 29 July, 1999           |

**Program for Nepalese Entrepreneurs**

**PNEE-6**

Ten small and medium scale enterprises participated in the AOTS World Business Network Program for SME Entrepreneurs which was held at Yokohama, Japan from 4-17 Nov., and the AOTS Overseas Training Program for SME Entrepreneurs in Singapore from 19-23 Nov. 1998

**PNEE -7**

Altogether 11 Nepalese Business Entrepreneurs participated in the Program for "Asian Countries Entrepreneurs" program held in Yokohama, Japan from 8-17 March, 1999.

**PNEE-8**

Fifteen business entrepreneurs from Nepal participated in the Executive Program on Corporate Management for Bangladesh & Nepal held in Osaka, Japan from 12-25 May, 1999.

**With best compliments**

**from**

## **BTC PRIVATE LIMITED**

*WHOLESALE & RETAIL OF SCIENTIFIC INSTRUMENT LAB. CHEMICALS &  
GLASSWARES PLASTICWARES MEDICAL EQUIPMENTS HOSPITAL FURNITURES AND  
TURNKEY PROJECT SUPPLIES FOR RESEARCH HOSPITALS NURSING HOME.*

*SCIENTIFIC TECHNICAL SUPPLIES FOR  
HEALTHCARE RESEARCH INDUSTRY EDUCATION LABS*

SHOW ROOM/OFFICE : TEL : 520187, 524539 FAX : 536698  
PULCHOWK, LALITPUR, NEPAL.

*Anything you bake turns out great !  
What's more ...*

**It's quick'n easy to make with**

### **SWASTIK BRAND**

**Wheat flour of KMM Maida Mills**

Be it biscuit, cake or cookie, puri, mithai or roti  
Swastik Brand Wheat flour gives it any shap'n taste you fancy.



**Kathmandu Maida Mills Pvt. Ltd.**

P. O. Box No. 351, Balaju Industrial District, Kathmandu  
Tel : 350385, 350221

## Report on the Eighth Annual General Meeting

The Eighth Annual General Meeting of Nepal AOTS Alumni Society (NAAS) was held at Hotel Himalaya, Kathmandu on 19th June 1998. The AGM was chaired by chief guest Dr. AKM M. Hussain, Representative, AOTS Dhaka office. Altogether the meeting was attended by 43 NAAS members, Life members, Corporate members, Institutional Life members and a Honorary Life member.

In the beginning, election for the executive body was held for the term 1998-2000. The election was conducted in the supervision of Hon. Life member Mr. Sindhu Nath Pyakurel, who acted as the election commissioner for the occasion. The newly elected executive body is as follows :

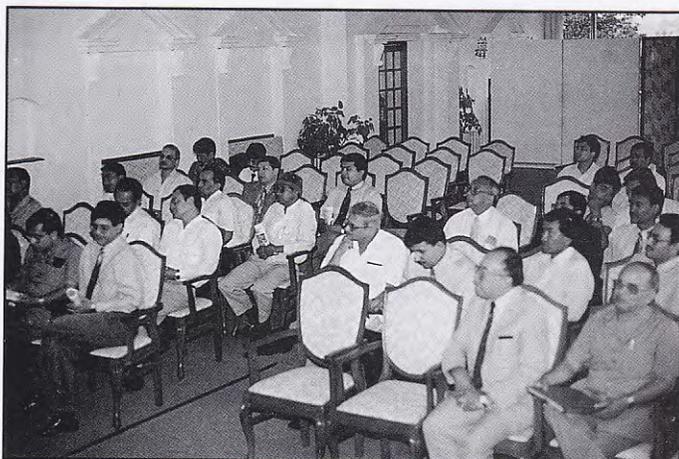
Mr. Dinesh P. Chapagain	-	President
Ms. Amira Dali	-	Vice-President
Mr. Pradeep Bista	-	Vice-President
Mr. Prakash R. S. Suwal	-	General Secretary
Mr. Asta B. Shakya	-	Joint-Secretary
Mr. Kumar P. Khanal	-	Treasurer
Mr. Mahesh Nakarmi	-	Joint-Treasurer
Mr. Ramesh P. Nepal	-	Executive Member
Mr. Bhawani B. Joshi	-	Executive Member
Mr. Kiran N. Shakya	-	Executive Member
Mr. Shanta B. Malla	-	Executive Member
Mr. Ballav B. Pradhanang	-	Executive Member
Mr. Ramesh M. Singh	-	Executive Member
Mr. Prakash R. Shrestha	-	Executive Member
Mr. Binod Rajbhandari	-	Executive Member



Ex-president Mr. Madhusudan Bhattarai has been appointed as an advisor to the society. The list of advisors are as follows :

Mr. Purushottam N. Manandhar  
Mr. Ashok M. S. Bania  
Mr. Madhusudan Bhattarai

After the election, the gathering had a short tea break. Then the general meeting started with welcome address by Mr. Dinesh P. Chapagain, then Vice-President. He highlighted the NAAS activities and welcomed all the invitees of the meeting. Ms. Amira Dali, then General Secretary presented the annual report on the activities of NAAS during the fiscal year 1997/1998. Mr. Kumar Khanal, then Joint Secretary presented the financial report of NAAS for that fiscal year. The financial report was endorsed by the gathering in the meeting. Addressing the meeting, then President, Mr. Madhusudan Bhattarai highlighted the achievements of NAAS and urged the members to come forward to work for making the society number one among the AOTS alumnus.



Chief Guest Dr. AKM M. Hussain, Representative AOTS Dhaka office, distributed NAAS Memento to Corporate Members and Institutional Life Members of NAAS. Addressing the gathering, Dr. Hussain highlighted the AOTS objectives and policies. He hoped that NAAS will continue to grow in the future years to come. After this address, the floor was opened for discussion. The general meeting concluded with vote of thanks by Mr. Ramesh Nepal, then Vice-President. The lively spirit continued during the dinner.

## **Domestic Lecturing Tour Program to Narayangarh**

A two-day "Seminar on Japanese Management for Improvement of Quality & Productivity" was organized jointly by AOTS Japan, NAAS and Narayangarh Chamber of Commerce & Industry on 21-22nd, June 1998 at Narayangrah, a small township of Chitwan District at south western part, 140 km away from Kathmandu. Total Quality Management (TQM) was one of the major topics of this seminar.

This was the fifth program conducted by NAAS under the Domestic Lecturing Tour program series utilizing mainly its own resource persons. AOTS representative and General Manager, AOTS Dhaka Office Dr. AKM M. Hussain kindly participated in this program as one of the resource persons. The six member NAAS team consisted of newly elected NAAS president Mr. Dinesh Chapagain, Program Coordinator Mr. Madhusudan Bhattarai, Mr. Kumar Khanal, Mr. Bidur Khanal, Mr. Ramesh Man Singh and Mr. Binod Baskota.

Mr. Bishnu Ghimire, Chairman, Chitwan District



Development Committee inaugurated the seminar. Mr. Ram Prasad Shrestha, President, Narayangarh Chamber of Commerce & Industry, Mr. Prachanda Lal Shrestha, First Vice-President, NCCI as well as other dignitaries were present in opening ceremony program. Certificates to all 25 participants were also distributed after the completion of two day seminar.

*Wishing the 9th Annual General Meeting of*  
**Nepal AOTS Alumni Society**  
*a grand success*



**Apex International Traders**

BHANIMANDAL, JAWALAKHEL, LALITPUR

MAIL NO. :  
G. P. O. BOX : 3648  
KATHMANDU, NEPAL.  
E-mail : [survey@wlink.com.np](mailto:survey@wlink.com.np)

FAX : 977-1-538116  
TEL : (OFF.) 535078  
522868  
(RES.) 531659

## Nepal AOTS Computer Training Center (NACTC)

The Nepal AOTS Alumni Society had initiated computer training programs since 1996 with limited capability at Yamamoto Talim Ghar, Koteshwor. However, with the technical support of the Center of the International Cooperation for Computerization (CICC), Japan, the AOTS, Japan and the cooperation of the Embassy of Japan-Nepal, the society has recently enhanced its capability to a full fledged computer training center, and has established the Nepal AOTS Computer training Center (NACTC).

CICC has provided NACTC 20 sets of computers and 2 sets of printers while AOTS, Japan and the Embassy of Japan, Nepal has supported NAAS in improving the existing logistics and facilities needed for computer training.

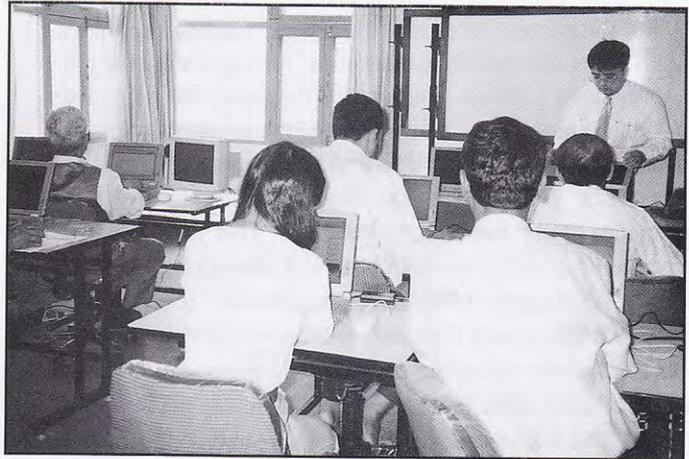
The Center of the International Cooperation for Computerization (CICC) was founded in June 1983, under the cooperation of Japanese Ministry of International Trade & Industry (MITI) and other enterprises related to computerization, with the purpose of implementing cooperation activities for promoting computerization in developing countries. The center has so far trained more than one thousand IT professionals from 26 countries and has recently come forward for the development of this sector in Nepal. Within one year of cooperation between CICC and NAAS, four Nepalese IT professionals have received training opportunities in different specialized areas of IT sector.

NACTC has been established with the following objective :

- a) To promote the capability of underprivileged educated groups for employment
- b) To improve the management capability of local computer schools
- c) To strengthen the capability of IT professionals for developing export oriented software.

To meet the above objectives NACTC will be conducting the following training programs :

- Basic Computer Literacy (BCL)
- Data Based Management System (DBMS)
- Training of Trainers (TOT)
- IT based Management Decision Making
- PC Network System Design
- Case Tools Based Object Oriented System Design
- IT Career Guidance Course
- Client Server Application System Development
- Programming Language
- Computer Hardware
- Internet
- Web Design and Hosting



The expected outcome from the training programs are :

- a) Employment potential of economically underprivileged educated youth will be expanded.
- b) The local computer institutes will get the opportunity to strengthen their capability to manage their institutions better through the Training of Trainers Course (TOT).
- c) For a landlocked country like Nepal the export of softwares has been considered as one of the prioritized sectors for development. Advanced computer courses offered by the center with the help of expertise from Japan will help to improve the capability of Nepalese software professionals to develop export oriented software.

NACTC will utilize the expertise of the following resource persons to conduct various training programs offered at the center :

- \* International trainers dispatched by CICC/AOTS, Japan
- \* Nepalese IT professionals trained at CICC/AOTS, Japan
- \* Experienced Nepalese professionals and trainers

Most of the training programs will be conducted at the full equipped training center at Yamamoto Talim Ghar (YTG) located at Koteshwor. The salient features of the location and facilities available are as follows :

- \* Training center is centrally located amidst the three cities of Kathmandu Valley
- \* Quiet, peaceful and comfortable environment for learning
- \* Twenty plus latest computer systems
- \* One-to-one computer hands-on facility
- \* Equipped with modern training logistics

# Tourism and Hotel Marketing Management

After the success of past two overseas training programs on hotel and tourism marketing management, NAAS organized a similar program for the third year from 3rd to 12th August 1998. This year too, the program on hotel management was very relevant in the context of the Visit Nepal Year 1998 which was adopted as an international campaign by the Nepalese government. This year too, two separate programs were held both at Kathmandu. The first 5-day (3-7 August 1998) basic program on "Tourism and Hotel Marketing and Destination Management" (OTP-7A) was attended by 60 owners and working managers of hotels and tourism related industries from different parts of the country. The NAAS and AOTS, Japan have already conducted three basic courses one in 1996 and two in 1997. This course is the fourth in the series. More than 180 Nepalese have already benefited from those previous training programs.

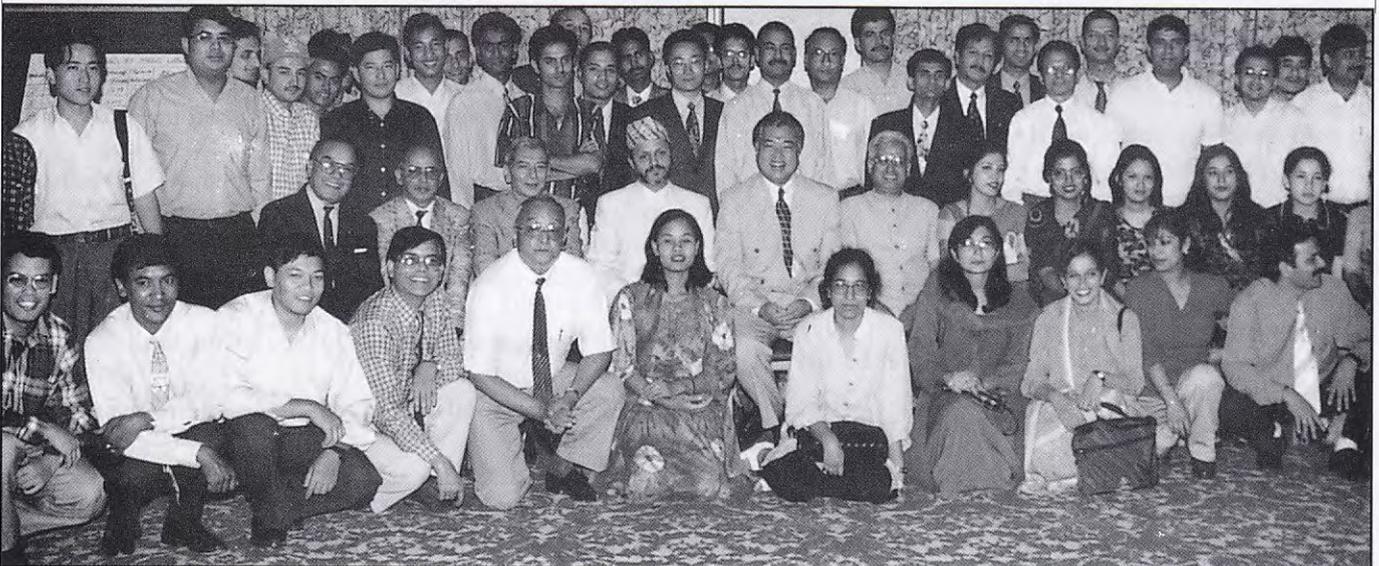
The second 4-day (9-12 August, 1998) advance training program was on "Resort Marketing and Management" also held in Kathmandu as well. This new subject was included in response to the requests of many hoteliers in the previous years and to emphasize on the potentials of resort hotels in Nepal, and the special management perspectives required. 51 persons attended this program (OTP-7B).

For the first time, NAAS took up the responsibility of implementing this overseas training program by itself, unlike the past practices of getting some interested company in Japan to be the implementing agency of the program to be

organized by NAAS and AOTS, Japan. Previous experience in organizing such as overseas training program, and the encourage of cooperating agencies like the Hotel Association of Nepal (HAN) motivated NAAS to take up the challenge and also successfully carried it out.

The trainer of both the courses was non other than Mr. Rick Masuda, a personality who has become so familiar with Nepal and Nepal's tourism scenario. He is close to NAAS having associated with this alumni society in its previous overseas training programs on tourism and hotel management. Mr. Masuda is a well known international tourism marketing consultant based in Japan and he needs no further introduction to.

The training program was inaugurated on 3rd August 1999 by Honorable Minister for Tourism and Civil Aviation, Mr. Ananda P. Dhungana, in the presence of various government dignitaries, foreign guests, businessmen of tourism sector, participants and NAAS members. Mr. Koichi Yotsua, Charge dé Affairs, Embassy of Japan, Vice President of HAN Mr. Narendra Bajracharya were also present during the occasion. It was a special and happy moment for us to have Mr. Nagaaki Yammamoto, then president of AOTS, Japan amidst us in the function, and to have him witness the motivation and capability of NAAS to implement such a program in the true spirit of cooperation and dedication to the objective of the alumni society as well as that of AOTS.



## Seminar on Total Quality Management and ISO 9000

With the joint collaboration of AOTS Japan, NAAS conducted a two days seminar on "Total Quality Management and ISO-9000" on 17-18 September 1998, at Hotel Blue Star in Kathmandu. AOTS, Japan generously accepted our request of sending a well known resource person on Total Quality Management Professor Noriaki KANO. He is a Professor and Department Coordinator, of Department of Industrial Management & Engineering Faculty of Engineering, Science University of Tokyo.

The seminar schedule was published in a popular Nepalese daily "Gorkhapatra." Apart from that, the five chambers of commerce were also informed to send the participants from their chambers. Federation of Nepal Chambers of Commerce and Industries also showed a good response by sending the participants. The target groups were owners, managers, engineers of small and medium scale enterprises of Nepal. Tremendous response from various organizations as well as individuals were received, but due to space constrains in the venue, only 40 participants were accepted.

The objective of the seminar was to make aware of the Total Quality Management (TQM) and its relationship with ISO-9000 services to senior managers of the small & medium



enterprises enabling them to develop, design and implement suitable systems in their organization by themselves.

The seminar started with the welcome address by the NAAS president, Mr. Dinesh P. Chapagain. Then Prof. KANO conducted the seminar, sharing his vast experiences with the participants who also interacted keenly. The content of the seminar was stimulating and most of the participants appreciated the program as very useful for the application in their companies and organizations.

On the last day, 18th of September, Prof. KANO distributed the certificate of attendance to all participants. The seminar was closed with the vote of thanks by the coordinator. Before that, the president of NAAS gave his closing remarks and Prof. KANO also addressed the participants as well. On behalf of the participants, Mr. Kaushlendra Jha focussed the importance of the topics discussed during the two day seminar.

We are very much grateful to Prof. Noriaki KANO, who accepted our invitation to this seminar despite his busy schedule and also to AOTS, Japan for its active cooperation in making the seminar a grand success.



### CONDOLENCE

*NAAS family would like to offer heartfelt condolences on the sad demise of Mr. Kadam Bahadur Singh, Member of Nepal AOTS Alumni Society, on 26 May, 1999. We extend our deepest sympathy to his family, and pray for the eternal peace of the departed soul.*



## 5<sup>th</sup> SAFAAS CONVENTION 27-28 November 1998, Dhaka, Bangladesh

Five delegates from Nepal AOTS Alumni Society attended the 5th South Asian Federation of AOTS Alumni Society (SAFAAS) Convention that was held on 27 and 28 November 1998 in Dhaka, Bangladesh. Dinesh Chapagain (President), Amira Dali (Vice President), Asta Bahadur Shakya (Joint Secretary), Binod Rajbhandari (Executive Committee Member), Brajesh Vaidya (Member) reached Zia International Airport, Dhaka on the evening of 25 November, 1998 to attend the convention. Dr. AKM Moazzem Hussain, General Manager and the Representative of AOTS Dhaka office came to receive the Nepalese delegates at the airport. November 26th was kept free in the schedule. It was an excellent opportunity to visit important places in Dhaka and also enough time to loiter around in the market places to buy Bangladeshi souvenir on that day. Madam Hussiaian escorted the Nepalese delegates to all those places on that day.

The inauguration ceremony was held on 27th November 1999. The chief guest of the ceremony was distinguished figure the President of the People's Republic of Bangladesh, Jistic Shahabuddin Ahmed himself. Along with the president, other guests, Honorable Minister for Labor & Employment, Mr. M. A. Mannan, His Excellency Ambassador of Japan to Bangladesh, Mr. Yoshikaza Kaneku, Advisor and Immediate Past President of AOTS, Japan, Mr. Nagaaki Yamamoto, Presidents of BAAS and CAAS Mr. Anwarul Haq and Mr. M. M. Choudhary respectively were seated on the dais specially prepared for the ceremony. President of NAAS was also given the opportunity to sit on the dais among these dignitaries, and make the opening remarks as the representative of the last SAFAAS President. In the opening ceremony, President of the Peoples Republic of Bangladesh called for cooperation of the development partners like Japan to ameliorate the living condition of the common



people. Countries of the region can solve many of their problems through close contacts, he said, adding, the network of friendship will no doubt translate peace into reality in the region by instilling a sense of respect for fellow human beings. Bangladesh's daily newspaper "The New Nation" on 28 November 1998 gave an excellent coverage of the inauguration ceremony on 28 November 1998.

The 5th SAFAAS delegate session started on 27th November with the representatives of 17 AOTS Alumni Societies of Bangladesh, India, Iran, Nepal and Sri Lanka presenting activities reports of their individual alumni societies. While Iran, Nepal and Sri Lanka has one alumni society each, there are two from Bangladesh and Pakistan, and India has ten alumni societies working in line with the philosophy of AOTS Japan. These alumni societies are actively dedicated to the prosperity of their respective countries and enhancement of friendly relations with Japan, and the experience and wisdom of the members go beyond the industrial development of these developing countries. Almost all the societies of the region were represented in the convention.

The presentation was followed by general discussion on the reports as well as on new proposals made by representatives of various alumni societies. NAAS took the opportunity to propose for the establishment of "A SAFAAS Training and Information Center, Kathmandu (STICK)" in Nepal with an objective of developing human resources of the South Asian sharing of information, knowledge and skills in a friendly environment under the principles of World Network of Friendship of AOTS, Japan. The text of the proposal can be found on page after report on activities by NAAS President in Dhaka of this issue of TALIM. The discussion on the proposal was held in a very congenial manner and was highly



## NAAS Report

appreciated by all the delegates. The Resolution No. 6 of the DHAKA RESOLUTIONS 1998 reflects the seriousness of the SAFAAS delegates on the proposal made by NAAS. [Please see the text of the Dhaka Resolution given herein.] The resolution was adopted on consensus on the eve of the first day of the convention.

The second day, 28th November 1998 was set for business convention which was successfully organized with the cooperation of Dhaka Chamber of Commerce and Industry. One-to-one business session and WNF Steering Committee meeting followed the business convention. The WNF steering committee meeting was attended by representative of five out of the six regional federations of AOTS alumni societies in the presence of Mr. N. Yamamoto, Advisor to AOTS, Japan and Ms. H. Yamada, General Manager of Overseas Affairs Division, AOTS. The six regional federations are Conference of North East Asia AOTS Alumni Societies (CNAAS), Federation of South East Asian AOTS

Alumni Societies (FOSAAS), South Asia Federation of AOTS Alumni Societies (SAFAAS), Federation of Latin American AOTS Alumni Societies (FELAAS), European Federation of AOTS Alumni Societies (EFAAS), and African Federation of AOTS Alumni Societies (AFAAS). AFAAS could not attend the meeting. NAAS also received opportunity to attend WNF meeting together with other SAFAAS representatives. The WNF meeting discussed in detail and approved the WNF mission statement, its vision, and guidelines for WNF programs. [The text is reproduced in this TALIM.]

The convention concluded with a wonderful cultural program and a farewell dinner. Everybody parted with promise to meet in Colombo, Sri Lanka in the year 2000 at the AOTS World Convention, and in Teheran, Iran in 2001 where the 6th SAFAAS Convention will be held. On 29th November, all five colleagues from NAAS returned home joyful with the feeling of achievement.

*Congratulations on the occasion of the  
9th Annual General Meeting of  
Nepal AOTS Alumni Society*

Trust us to multiply your savings

### Deposit Schemes

Highest returning on your investments  
Récurring Deposit Scheme  
Fixed Deposit Scheme  
Educational Scheme  
Periodic Deposit Scheme  
Double Scheme  
Provident/Gratuity Fund Scheme  
Pension Scheme

### We Offer

### Financial Schemes

Quick and effecient loan processing  
Industrial Loan  
Business Loan  
Hire Purchase Loan  
Housing Loan  
Guarantee Loan

## CENTRAL FINANCE COMPANY LTD.

Kupondole, Lalitpur, P. O. Box No. : 7062  
Phone : 536420, 540842, 522289, Fax : 523526  
e-mail : rajoj@wlink.com.np

# PRESIDENT'S ACTIVITY REPORT OF NAAS

(5th SAFAAS Convention, 27 November 1998)

Honorable Chairman, Distinguished delegates, Ladies and Gentlemen

First of all, on behalf of Nepal AOTS Alumni Society and the people of the country of Mount Everest, I would like to convey, once more, the warm and sincere greetings to all of you. I wish all of us work together to promote friendship and cooperation with an esteem goal of mutually developing our countries of this region.

Now, I would like to highlight the activities of NAAS during the period 1996 to 1998 October. The detailed list of activities are listed in a chart form, which I believe has been already circulated. Among these, NAAS classify six types of activities as major ones.

1. Overseas Training Program (OTP) : In total, 460 Nepalese were trained during this period in various fields like construction management, garment factory management and hotel and tourism Marketing management. OTP is considered as one of the most successful program of AOTS in Nepal. Furthermore, in some cases, NAAS implemented these programs independently without taking help from any Japanese company.
2. Domestic Lecturing Tour (DLT) : This program is becoming popular year by year. In total, 91 people from different parts of the country are trained on Japanese style of productivity and quality management. In this type of training, NAAS members move around different parts of the country in a team to disseminate the knowledge they gained in Japan.
3. Inter-Alumni Resource Exchange (IRE) : There are four classifications of this type of training.
  - a. Resource persons from other countries visited Nepal to train Nepalese. Two resource persons came to train 46 Nepalese during the period.
  - b. Resource persons from Nepal visited other countries for conducting training. One resource person visited Bangladesh for the purpose during the period.
  - c. Trainees from other countries attended training in Nepal. Four trainees from Bangladesh and Sri Lanka came to Nepal for training.
  - d. Trainees from Nepal attended training in other countries. Twelve Nepalese were trained in Pakistan and Bangladesh during the period.
4. University Collaboration Program (UCP) : NAAS in collaboration with Kathmandu University and NPEDC of Nepal has invited professors from overseas universities. During the period, professors from UK,

India, Brazil, Japan and India visited to our programs.

5. In-house Training Program (ITP) : NAAS conducted regular programs in its Yamamoto Talim Ghar (Yamamoto Training Center). 175 Nepalese people were trained on Japanese Management, computer and Japanese language during the period.
6. Publication : Beside the regular annual publication of Talim (Training), NAAS has published two books on "QC" and "5-S" in Nepalese language in this period.

Beside all these activities, NAAS has conducted all other regular activities like recommending trainees to Japan, conducting orientation, computer and Japanese language classes, and above all these, have been regularly meeting every month on the first Monday of every month.

Now, after highlighting what we did in the past, I like to take this opportunity to highlight you the future thrust of NAAS for the coming years. There are mainly two areas, NAAS wants to concentrate immediately. These are :

1. Information Technology : NAAS is planning to operate a full fledged Nepal AOTS Computer Training Center at Kathmandu with a mission of assisting nation to enter into the new IT dominating millennium. For this, we have received help from CICC and AOTS of Japan and Japanese Embassy in Nepal.
2. Quality Management : NAAS wants to promote the Total Quality Management concept in Nepal as a pioneer institute. For this, NAAS is planning to organize First National Quality Convention at Kathmandu in April 1999.

Last but not the least, after briefing you our past activities and future thrust, I like to offer following three types training opportunities at Kathmandu in 1999.

1. Tissue Culture Technology : 10 days training at Nepal Biotech Nursery, Kathmandu. The details will be furnished to you later on.
2. Carpet Designing : 10 days training at Karma Tara Carpet Industries, Kathmandu. The details will be furnished to you later on.
3. Hotel and Tourism Marketing : 2 days training under lecturing tour program of AOTS at Kathmandu on August 1999. Mr. Rick Masuda will give lecture. The details will be furnished to you later on.

I like to request you to recommend participants for the above said programs and cooperate in promoting world friendship network of AOTS.

Thank you very very much.

## **PROPOSAL ON ESTABLISHING A SAFAAS TRAINING AND INFORMATION CENTER, KATHMANDU (STICK)**

### **BACKGROUND**

Within four decades of its establishment, the Association for Overseas Training Scholarship (AOTS), Japan is in the envious position to pride in the creation of multiple institutions in most of the developing nations of Asia, Africa, Latin America and East Europe, and these are imbued along missionary path of promoting technical cooperation particularly through HRD effects thus contributing toward the development of those countries. AOTS, Japan has been pursuing the unique role of a nucleus of a large network of alumni societies enthusing its catalytic role while promoting sustainability through autonomy of all such alumni societies established by respective ex-trainees. It is indeed remarkable that today these individual alumni societies all over are individual institutions themselves all fully geared toward translating the master objective congruent to the local demands.

Today, the concept of HRD assumes dynamism with emphasis on fulfilling the concurrent demands of specific regions and sectors. In this realization, it would be an injustice on the part of regional alumni societies to play contend with gestures of friendship only through conventions held every two or three years. However, it is not intended to lessen the importance of regional conventions which are poignant for renewing friendship among the various alumni societies as well as agreeing on certain terms. The thrust is on giving momentum to mutual development of human resources through inter-alumni cooperation among neighboring countries. It has been sought to strengthen ties of friendship through broad-based inter-alumni resource exchange programs. This concept received added impetus with the declaration of World Friendship Network (WFN) at the last Nagoya AOTS convention. We congratulate AOTS for propagating the idea on promoting World Friendship Network for human development in developing countries.

The WFN concept cannot be promoted by mere occasional resource exchange between alumni societies. Progress in achieving the prime mission of "Progress Through Human Resource Development" may be very slow. Significant strides in this mission can be expected by providing a new dimension to the WFN through mutual friendship and vigorous collaboration at the regional alumni societies level. Toward this, Nepal AOTS Alumni Society (NAAS) would like to present a conceptual model

of a SAFAAS Training and Information Center, Kathmandu (STICK). The Center at the regional level minimizes the dependence on the resource centers of AOTS, Japan and maximizes the collaborative efforts of the concerned alumni societies leading to increased cooperation and friendship.

### **PROPOSAL**

With this background and conceptual framework, Nepal AOTS Alumni Society proposes to establish a regional training and information center at Kathmandu to fulfill the need of the people of this South Asian Region.

### **ORGANIZATION :**

A non-profit making, self-sustainable, autonomous, regional institution with support from AOTS, Japan.

### **NAME :**

SAFAAS Training and Information Center, Kathmandu (STICK)

### **PURPOSE :**

To develop Human Resources of the South Asian region through disseminating information, knowledge and skill in a friendly environment forum created by the World Friendship Network of AOTS, Japan.

### **MANAGEMENT :**

By a management board with members from AOTS and SAFAAS.

### **ACTIVITIES :**

Training and Information dissemination  
Information collection, analysis and dissemination through modern information technology  
Information focus : Government policy, business opportunities, market, finance, technology, training and education, etc. of the region and Japan  
Training topics : Information technology, Hospitality management, Quality and Productivity, Carpet, Garment, Infrastructure development, etc..

### **RESOURCE PERSONS :**

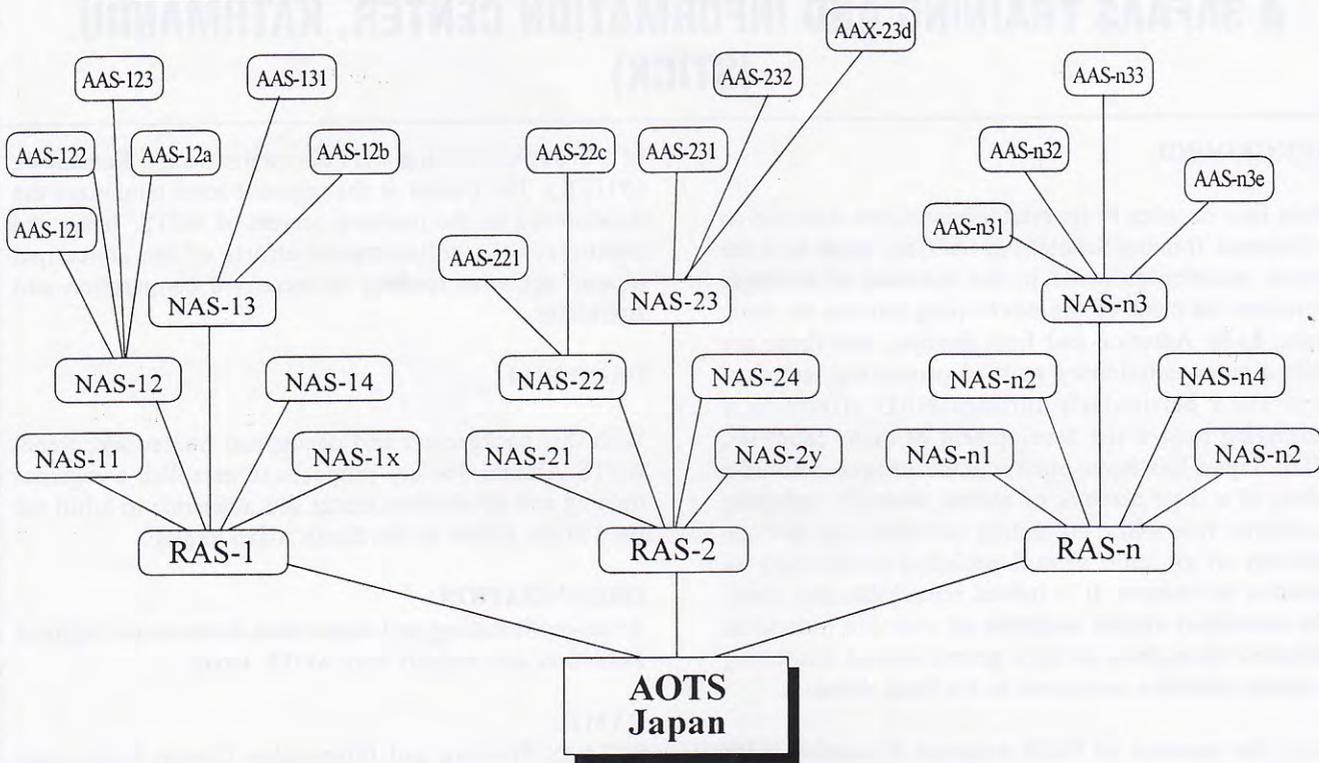
From Japan and SAFAAS region

### **BENEFICIARIES :**

SAFAAS region

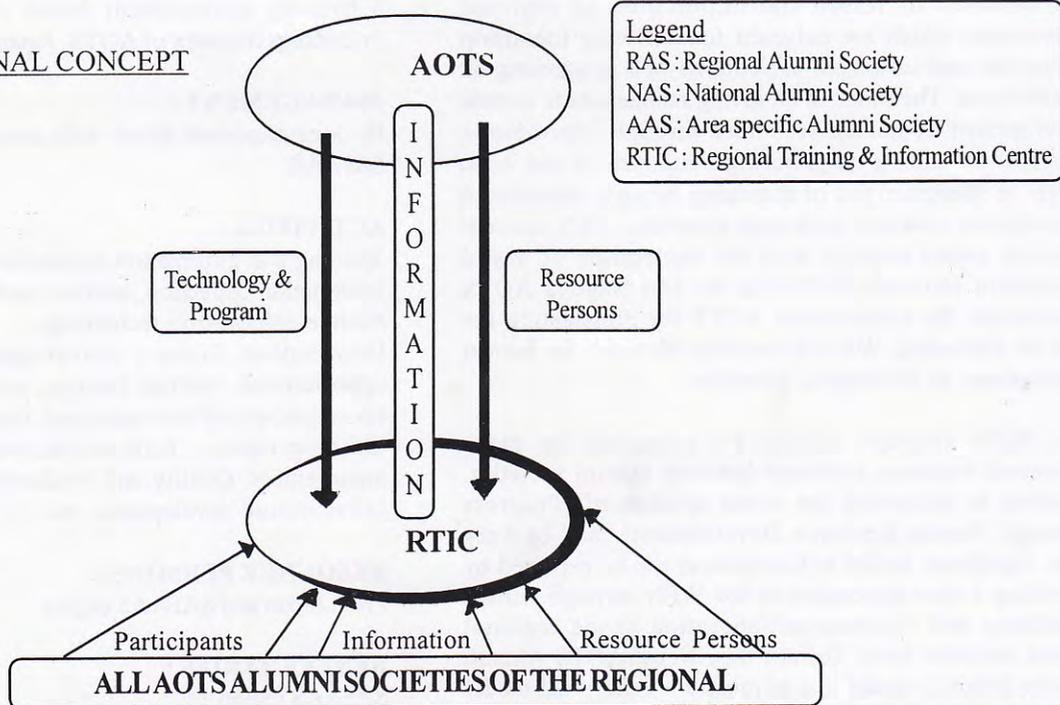
**CONCEPTUAL FRAMEWORK**

★ THEORETICAL CONCEPT



**World Friendship Network Spanning Tree**  
**For Information Flow and Human Resource Development**

★ OPERATIONAL CONCEPT



## NAAS Report

### STRENGTHS

1. Moderate Climate
2. Natural scenic beauty
3. Reliable communication network
4. comfortable hotel and travelling facilities
5. International airport
6. Permanent office of SAARC secretariat
7. Resident office of most of the multi-national organizations
8. Stable political climate
9. Easy VISA formalities to all nationalities
10. Low cost of land and buildings
11. NAAS experience of handling AOTS Overseas Training Programs
12. Favorable government attitude

### WEAKNESSES

1. Low level of technology
2. Low per capita income of the people

### OPPORTUNITIES

1. Cheaper and efficient information dissemination
2. Cheaper and effecting training programs
3. Pleasant and comfortable stay for resource persons and participants

### THREATS

1. Site visit to some some technical trainings may not be possible

### CONCLUSION

#### For the establishment of STICK :

1. AOTS is requested to agree on the concept;
2. SAFAAS is requested to form a steering committee to work on the project; and
3. NAAS likes to offer its commitment to work on it.

**Please remember us for the following services**

- ☞ Domestic & International Air Ticketing
- ☞ Hotel Reservation
- ☞ Package Tours of Nepal, Bhutan, Tibet
- ☞ Any other travel related services

## **Country Travels & Tours Pvt. Ltd.**

P. O. Box 6122, Durbar Marg  
Kathmandu, Nepal  
Tel : 243561, Fax : 01-266459  
E-mail : ctravels@mos.com.np.

**DHAKA RESOLUTIONS - 1998****5<sup>th</sup> Convention of South Asia Federation of AOTS Alumni Societies (SAFAAS)  
27-28 November 1998, Dhaka, Bangladesh****PREAMBLE**

It is with much satisfaction that, the Delegates of the 5th SAFAAS Convention announce the successful achievement made so far of SAFAAS activities since its establishment in Colombo in June 1990.

Delegates of the Convention express their deepest condolence on the untimely and sudden death of one of the pioneers of SAFAAS, Mr. Rusi Ghista. Accordingly, two minutes silence was observed at the inauguration of the proceedings and the Delegates decided to send the formal condolences of SAFAAS to Mrs Midori Ghista.

The Delegates of the Convention of SAFAAS wish to express their deep gratitude and appreciation to the Bangladesh Federation of AOTS Alumni Societies for the excellent arrangements made to host the convention in Dhaka, Bangladesh on 27-28 November 1998.

The Delegates of the Convention placed on record their highest appreciation and gratitude to the Chief Guest, Honorable President of Government of the People's Republic of Bangladesh, Justice Shahabuddin Ahmed and the Special Guest, Mr. M.A. Mannan, Honourable Minister of Labour and Employment and His Excellency Yoshikazu Kaneko, Ambassador for Japan in Bangladesh.

The Delegates also convey their sincere thanks to the Dhaka Chamber of Commerce and Industry (DCCI) for excellent arrangements made in connection with the Business Convention in Dhaka which turned out to be a tremendous success.

While we have achieved several objectives and goals set for SAFAAS during the period under review, the Delegates would appeal to all AOTS Alumni Societies of SAFAAS contribute to the further growth of SAFAAS activities in the region. The Delegates also convey their deep gratitude and sincere appreciation for the unstinted support and financial assistance given by AOTS Japan in connection with arrangements of 5th SAFAAS Convention.

The Delegates are honoured to have the participation of the Advisor and Immediate Past President of AOTS. Mr. Nagaaki Yamamoto, the founder of regional cooperation of AOTS Alumni Societies since its inception and look forward to his continued support.

The Delegates of the Convention convey their heartiest congratulations to the new President of AOTS Mr. Kanichi Ito on his prestigious appointment and look forward to his cooperation. The Delegates of the Convention extend their greetings and congratulation to Mr. Masafumi Sato on his recent appointment as Managing Director/General Manager of Domestic Affairs Division of AOTS and also Ms. Hiroko Yamada on her appointment as General Manager of Overseas Affairs Division of AOTS. Delegates also thank Ms. Yamada for her active participation at the Convention and constructive advise and guidance.

The Delegates also congratulate the new Board of Directors of AOTS and other Officials.

The Convention also thanks the AOTS officials who attended the Convention personally.

**RESOLUTIONS**

It was unanimously resolved that the 6th SAFAAS Convention will

be held in Iran in the year 2001. Accordingly, the Secretariat of SAFAAS will be handled by Iran in coordination with the FAAAAI Secretariat in New Delhi. It was appreciated that the FAAAAI Office will extend their cooperation to the SAFAAS activities.

The following Office bearers were unanimously elected to hold office till the next Convention in Iran in 2001.

President	: Mr. Ahmad Moaphi, President AIJA, Iran
Vice President	: Mr. A.R.S. Md. Anwarul Haq, President, BAAS, Bangladesh
Secretary General	: Ms. Amira Dali, Vice President, NAAS, Nepal
Members	: Mr. S. B. Ghorpode, President, FAAAAI, India : Mr. Maliq Ikhlaq Ahmad, President ABK-AOTS Dosokai, Lahore, Pakistan : Mr. Sunil Wijesinha, President, JASTECA, Sri Lanka

It was also decided to accept the nomination of the Treasurer from AIJA. Since the Iranian Representative was unable to nominate same at the time of election, therefore, AIJA were requested to inform the SAFAAS Secretariat immediately the name of the Treasurer thus nominated. In order to enhance the smooth functioning of the SAFAAS Secretariat the FAAAAI office based in New Delhi would coordinate all the activities of SAFAAS.

It was also resolved that a further meeting of alumni societies of SAFAAS countries should be called up in early 1999 at a mutually convenient city to draw up an action plan of activities for SAFAAS upto the year 2001.

It was also resolved that two newsletters would be published per year by SAFAAS to be organized by AIJA in coordination with the Secretariat in New Delhi and the General Secretary in Nepal.

The Delegates of the Convention appreciate the proposal made by the Nepal AOTS Alumni Society (NAAS) on the establishment of a SAFAAS Training & Information Center in Kathmandu. Accordingly it was unanimously resolved that NAAS should undertake a selected pilot project to be conducted in Nepal. All the Alumni Societies of SAFAAS would extend their whole hearted cooperation for the smooth implementation of such a project.

It was resolved that all the AOTS Alumni Societies of SAFAAS extend their financial support to the AOTS Alumni Society Exchange Fund in connection with the activities of World Network of Friendship.

It was unanimously agreed that the Alumni Societies of SAFAAS should contribute US\$ 200/- per annum to Iran to the credit of SAFAAS bank account. In case of alumni societies facing constraints of remittance of foreign exchange it was resolved that AOTS would remit such sums to the SAFAAS Secretariat on the sums accrued to the credit of alumni societies on account of recruitment of AOTS alumni scholarship trainees.

## Basic Guidelines for the WNF

Adopted at the 2nd WNF Management Committee Meeting in Dhaka on 28 November 1998

### 1. MISSION STATEMENT

*"The Creation of a Better World through the Ties of Friendship and the Individual as well as Collective Endeavor of Our Members."*

The World Network of Friendship (WNF) is a non-profit voluntary body linking all AOTS Alumni Societies and AOTS into one global family in order to promote mutual respect and friendship amongst all the peoples of the world. The WNF seeks to empower individuals and organizations in developing countries who are committed to the social and economic development of their own communities, based upon a belief in self-help and equal-partnership, through developing human resources, exchanging information and learning from each other's experience.

### 2. VISION

The WNF has a common vision of a future world transcending national borders where all peoples, irrespective of nationality, race, class, religion, gender and ideological belief, are treated as equals. The WNF primarily supports the activities proposed by AOTS Alumni Societies with the WNF mission to further develop their communities, within the framework of the WNF Program and the WNF Fund. The WNF supports and promotes a wider movement for the social and economic development of these communities in order to enlarge activities for the sustainable development of such communities. Special consideration is given to human resources development and preservation of the environment. We are committed to applying this vision to all aspects of the WNF initiatives towards the creation of a better world in the 21st century.

### 3. OBJECTIVES

- 3.1. Planning and implementing the WNF Program proposed by the AOTS Alumni Societies in order to promote the transfer of appropriate technology as well as social and cultural exchange for the benefit of communities around the world.
- 3.2. Managing and increasing the value of the WNF Fund, and harnessing its financial resources for the promotion of the WNF Program.
- 3.3. Building an information-network infrastructure (e.g., the Internet) to share common information on the execution and evaluation of the WNF activities.
- 3.4. Strengthening friendship and cooperation among the

world's communities through various channels in order to promote recognition of the WNF initiatives widely.

### 4. PROGRAM AND BUDGET GUIDELINES

The WNF Fund should be used by the AOTS Alumni Societies for the execution of the WNF Program in accordance with the following guidelines :

- 4.1 *The WNF Priorities and Criteria* - The WNF Management Committee should consider request from AOTS Alumni Societies for the implementation of a WNF Program that reflects efforts in each of our appropriate human resources development areas as well as in the fields pertinent to the social and economic development of the communities. Public interest and cost-effectiveness should be accorded priority when considering the WNF Program proposal.
- 4.2 *Budget Allocation* - In principle, the WNF annual budget approved by AOTS Head Office should be allocated equally amongst the Regional Federations of AOTS Alumni Societies.
- 4.3 *Limitations to Financial Assistance* - The WNF Fund shall solely be used for exchange programs and no other activities. The WNF Fund shall not provide any financial assistance to the WNF Management Meetings for the time being.

### 5. EVALUATION

The results of the WNF Program and other related activities should be reported by the AOTS Alumni Societies concerned and evaluated in terms of the public interest and cost-effectiveness by the WNF Management Committee. Highlights of the WNF Program together with the above activities should be published quarterly in KENSHU to promote the WNF initiatives.

### 6. FINANCIAL MANAGEMENT

The WNF Fund should be maintained in safe investment instruments under the close supervision of AOTS Head Office. The proceeds generated from investments should be budgeted annually for the execution of the WNF Program. If the proceeds are not adequate enough, AOTS may provide supplementary money for the annual budget.

AOTS Japan should prepare and open a financial statement

## NAAS Report

of the WNF Fund and the budget of the following fiscal year.

### 7. WNF MANAGEMENT COMMITTEE

The World Network of Friendship shall be administered by the WNF Management Committee, comprising one nominee from each of the Regional Federations of AOTS Alumni Societies, together with one Secretary General, who shall be the General Manager of AOTS's Overseas Affairs Division. The Chairperson of the WNF Management Committee shall be elected by the members of the WNF Management Committee. The Chairperson shall serve between the WNF Management Committee Meetings. The Meeting shall be organized at the time of the Convention of AOTS Alumni Societies and if necessary between consecutive Conventions when and where a meeting of a Regional Federation takes place. The place of the Meeting shall rotate amongst the Regional Federations, and AOTS shall provide the international air fare and hotel room charge for one

Management Committee member from each Regional Federation.

The WNF Management Committee shall carry out the following functions :

- 7.1 Increase the value of the WNF Fund and formulate policies and strategies for attracting contributions.
- 7.2 Administer and evaluate the WNF Program.
- 7.3 Promote the WNF and inform the public about its activities to obtain the recognition and support of the world community.
- 7.4 Establish and amend the WNF Basic Guidelines with a simple majority decision of all the WNF Management Committee members.
- 7.5 Propose practical use of the WNF Logo.

## With Best Compliments

to

### NEPAL AOTS ALUMNI SOCIETY (NAAS)

on the occasion of the

9<sup>th</sup> Annual General Meeting

from



## NEPALCONSULT (P) LTD.

CONSULTING ENGINEERS & ARCHITECTS (ESTD. 1974)

Gushingal, Kupandol, Lalitpur - 1, Nepal

Mailing Address : G. P. Box No. 492, Kathmandu, Nepal

Telephone No. 524-379 & 536-827

Fax No : 0977-1-536824

### Field of Services

Water Supply & Sanitation  
Airport Engineering  
Structural Engineering  
Transportation Engineering  
Irrigation Engineering  
Socio-Economic Studies  
Electrical Power Engineering  
Water Resources Studies  
Training Programme

Survey & Mapping  
Integrated Rural Development  
Building Design & Planning  
Geotechnical Investigations  
Soil Engineering  
Ground Water Engineering  
Management Services  
Advisory Services  
Environmental Engineering

## Nepal-Japan Training Program on Printing Technology and Management

With an objective to assist Nepal in developing appropriate human resources in the area of printing technology for further development of the printing industries in Nepal, a training program on "Printing Technology and Management" organized by the Association for Overseas Technical Scholarship (AOTS), Japan and implemented by BUNSHODO Corporation, Japan in cooperation with Nepal AOTS Alumni Society (NAAS) was organized from 13 to 18 December, 1998 in Kathmandu.

Honorable Minister Dr. Ram Sharan Mahat, Minister of Finance, inaugurated the training program in the presence of government dignitaries, foreign guests, businessmen and participants. His Excellency Tomohiko Yanase, Ambassador of Japan and Dr. AKM M. Hussain, AOTS Representative, Dhaka were among the distinguished guests attending the opening ceremony.

Prof. Royoji Kamano, from Japan Printing Association and Mr. Mitsugu Hikita, BUNSHODO Corporation, Japan, were the two experts on printing technology who provided valuable knowledge on the subject.

The training highlighted several points which are as follows :

- Measures for increasing the productivity of offset printing
- Abstract on "Trouble Shooting for Printing Facilities"
- The importance and method of standardization in printing.
- Quality enhancement and stabilization of color printing.
- Trouble prevention through knowledge of printing material.
- Lithographic ink & ingredients in printing ink and,



- Machinery adjustment, diagrams & charts.

A total of fifty-five owners/production managers from different offset printing presses participated in the program. The participants expressed their satisfaction with the program, and mentioned that this kind of program should be repeated for other press owners and managers, again in the future.

The participants were also taken on a site visit to Janak Education Material Center, Thimi, where printing machines from BUNSHODO had been installed previously. The participants also took part in class work, and interaction with the trainers. The closing ceremony was highlighted by the presence of Mr. Punya P. Dahal, Secretary, Ministry of Industry and Mr. Babu Raja Shakya, President of Nepal Printers Association. □



## **Regional Convention on Quality Management**

### **11-12 April, Kathmandu**

**N**epal AOTS Alumni Society held the first quality convention in Nepal with the expressed goal of promoting the essence of quality management as the main thrust for improving the work life of people.

The theme adopted for the convention was "Improving Work Life Through Quality Management". The two-day convention held at Kathmandu on 11-12 April, 1999 was organized jointly with AOTS, Japan in cooperation with the Federation of Nepalese Chambers of Commerce and Industry (FNCCI). The status of the convention was enhanced by the participation of more than 30 participants representing different economic sectors of Nepal along with resource persons from neighboring countries representing various alumni societies of Bangladesh, India, Pakistan and Sri Lanka including Nepal.

The convention started off with a traditional ceremonial inauguration by the chief guest, Honorable Mr. Prithvi Raj Ligal, Vice-Chairman, National Planning Commission amidst gathering of various dignitaries, businessmen and guests, resource persons and participants. His Excellency Tomohiko Yanase, Ambassador of Japan to Nepal, Mr. Pradeep K. Shrestha, Officiating President, FNCCI, Dr. AKM Moazzem Hussain, Representative, AOTS Dhaka Office, Mr. Daisuki Maki, General Manager, AOTS New Delhi Office were among the distinguished guests attending the opening ceremony.

During the two days, altogether seven papers were presented by seven resource persons, each presentation involving lively interactions with the participants. The overall feedback received from the participants was that the convention was very fruitful and relevant to the Nepalese organizations. Participants have generally expressed satisfaction and improvement of rational understanding of quality management. The presentations were as follows :

- \* **Quality Management in Bangladesh**  
Mr. AMM Khairul Bashar  
Director, Center for Management Development  
Dhaka, BANGLADESH
- \* **TQM Practices in Indian Organizations**  
Mr. R. Mukundan  
TQM Consultant  
Director, Team Consultants, Chennai, INDIA



- \* **HR Effectiveness Through TQM**  
Mr. P. P. Sukumaran  
Vice President, HR & TQM Division  
Carborundum Universal Ltd., Chennai, INDIA
- \* **Designing Organizational Infrastructures World Class Quality**  
Mr. Kamran Moosa  
Head, Pakistan Institute of Quality Control  
Lahore, PAKISTAN
- \* **Establishing, Sustaining & Developing Quality Circles**  
Mr. Sunil G. Wijesinha  
CEO, Merchant Bank of Sri Lanka  
Colombo, SRI LANKA
- \* **Practical Aspects of ISO Implementation**  
Mr. Kush K. Joshi  
MD, Nepal Ekrat Engineering Co. Pvt. Ltd.  
Hetauda, NEPAL
- \* **Human Resources Development in Quality Management**  
Mr. R. Rangaswami  
MD, Surya Tobacco Co. Ltd.  
Kathmandu, NEPAL

At the end, certificates of attendance were distributed to all participants by the chief guest of the closing ceremony, Mr. Pradeep K. Shrestha, officiating President of FNCCI, who expressed some valuable remarks about quality management. In the evening all participants, guests and NAAS members gathered together in a lighter moment during a dinner in the cool environment of the open green lawn of the hotel.



### IT Training at CICC, Japan

Jyoti Tandukar  
Institute of Engineering

#### INTRODUCTION

AOTS has recently started offering computer courses in Japan for Nepalese, and I had been selected through NAAS for CASE Tool Based Object Oriented System Development Course from January 10, 1999 to March 20, 1999. These computer courses, though sponsored by AOTS, are conducted at the Center of the International Cooperation for Computerization (CICC). CICC is a non-profit organization established to assist developing countries in their computerization. Established in 1983, CICC has its headquarters, training center and the International Information Technology Laboratory in Tokyo, and also has overseas offices in Singapore and China. Under the guidance of Japanese Ministry of International Trade and Industry (MITI), CICC is actively implementing various cooperation programs with support from many organizations and companies. It has recently donated 20 computers to Nepal too.

#### THE ORIENTATION COURSE

The first two weeks of my program consisted of orientation at AOTS (Yokohama Kenshu Center, YKC), and another eight weeks of technical training at CICC. The orientation course covered topics like guide to life in Japan, Japanese language, Japanese culture, economic development in Japan, etc. It also included field visits and study tour. The field visits to Panasonic's Multimedia Wing (The AV & CC Systems Square, Matsushita Electrical Industrial Co. Ltd.) and Shinjuku Ward Municipal Disaster Prevention Center were highly impressive. During the study tour, we were taken to Hankyu Corporation (private sector train operator), The Association of Broadband Network Business Chance and Culture Creation (first Japanese organization with the objective of creating new information business and an information culture for the 21st century), and Foundation for Multimedia Communication (running "New Generation Communication Network Pilot Model Project" at a trial center with 300 homes and 11 companies) all in Kyoto and Nara area, and also included a city tour of Kyoto. With all these programs, the

orientation course was arranged to provide us with inside glimpse of Japan, as well as a very good technical exposure to Japanese companies.

#### THE TECHNICAL TRAINING

Mr. Pradeep Manandhar, another Nepalese trainee, who was selected for Multimedia Title Development Course, did not have the orientation course in his program. However, our technical training at CICC started on the same day along with 45 other participants from 14 countries in five different courses. For us all, this technical training was the main purpose of our trip to Japan.

#### OBJECT ORIENTED METHODOLOGY

Object Oriented System Development is a relatively new programming methodology in which the system components are identified as classes, and their properties and services are defined as required. Some of these properties and methods are available to the external world, and some may be completely internal. By doing so, a class becomes a complete entity in itself, which can be reused in other systems also. An object may be defined as an instance of such a class, and there may be many objects belonging to the same class in a system. Object Oriented Programming approach adds some coding overhead, so this technique may not be advantageous for small programs. But as the size of the program grows, and as more people get involved in the project, the methodology starts showing its clear advantages. On top of it, the reusability of the already created classes help reduce development time of the future programs.

#### THE CASE TOOL

CASE (Computer Aided Software Engineering) Tools are computer programs that assist humans in many ways to create other computer programs. The CASE Tool we used, The Object Trainer, is a program that helps in Object Oriented System Development Environments. This too helps in analysis and design of the Object Oriented System, and once the design is finalized, it can

## AOTS Experience

also generate C++ code for the classes, properties and services that we have defined in our system during the design phase.

### THE FIELD VISIT

During the technical training we were also taken to NEC Kofu, the NEC super computer and parallel processor computer manufacturing site, where we observed the automated plant for components assembling and testing, along with many other things.

### SUMMARY

The interesting part of the training was that Visual Basic for Applications was used as the programming tool for the development. This tool is fairly simple to use and already has many objects (known as controls) which help developing programs very quickly. So, the trainees didn't have to work very hard on coding, instead, they

could immediately implement the system that they have designed. Implementation, however, was not considered very important in the entire training. The main emphasis was given on documenting the analysis and the design phase. A properly documented design leads to a very simple and straight forward coding.

### CONCLUSION

The training program was appreciable in many ways. On one hand the knowledge received through the technical training is very useful, whereas, on the other, the exposure is really important. Before the training, I had no idea that an Object Oriented Development was possible in Visual Basic Environment, but now I know and I can. At the same time, the field visits gave us a rare opportunity to see the technology developers from inside. After all, seeing a country like Japan, and learning its culture is also an experience in itself. □

## Industrial Sewing Machine Maintenance Training at Dhaka

Narayan Nakarmi

Readymade Garment Sewing Training Center  
Kathmandu

Last year, I had an opportunity to participate in the "Industrial Sewing Machine Maintenance Technology" training program organized in Dhaka, Bangladesh from 11th to 26th September 1998. This very invaluable program was participated in by three other Nepalese friends, Chitra B. Adhikari, Tika Ram Gautam and Purushottam Adhikari from Binita Fashion Industry, Shiwani Fashion Garment (P) Ltd. and Deepak Garment Industries respectively. Although I was the only one representing a sewing training center, we were all very close to each other thus making our stay at Dhaka very enjoyable. Along with us Nepalese, there were altogether 60 trainees undergoing the training under the expert guidance of three very experienced Japanese and five Bangladeshi trainers. The immense knowledge gained on the maintenance of various Juki sewing machines has proved to be very useful to me. The experience of actually learning on machines of latest technology has helped me to transfer the knowledge I have gained to

trainees in Nepal through my training center.

The whole 2-week program went through very smoothly, and the hospitality of the organizers was very commendable. I, as a trainer, have not only learned about maintenance of sewing machines, but have also observed how a training should really be organized. The Bangladesh AOTS people were very helpful and made our stay there quite comfortable.

In the end, I would like to mention here that I am very grateful to the Nepal AOTS Alumni Society who had selected me for the training, which I learned is an inter-alumni resource exchange program of AOTS. I would also like to thank the Bangladesh AOTS and all other agencies which helped us to receive such a first-hand knowledge of our particular area of trade. We wish this kind of program will be implemented more often in the future. □

## AOTS Experience

### The Executive Program on Corporate Management for Bangladesh & Nepal

Pratul Shrestha

Dart International Pte. Ltd.

Kathmandu

I reached Osaka, Japan on 11th May, 1999 as one of the participants of the Executive Program on Corporate Management for Bangladesh & Nepal (BNP). There were fifteen participants from Nepal and fifteen participants from Bangladesh.

We stayed at AOTS Kansai Kenshu Center (KKC) Osaka, which was more like a five star hotel than a hostel. The room was very comfortable, and they have arranged for international variety of food to suit the tastes of participants from different countries.

Our class started from 12th May, and from that time we were lectured by various consultants, eminent professors, and general managers from Japanese companies. It was very interesting and we not only learned about Japanese business strategy, but also about Japanese culture, society and work ethics. We did group presentation on hypothetical problems and we enjoyed it very much.

AOTS also took us to a study tour at Matsushita where they showed us their latest products and on future products. We visited their founders commemorative museum and were impressed by how one man's vision can be developed into a multi billion dollar operation. We also went to Toyota car factory. We were told about their Just In Time theory and suggestion system where workers suggest the management about how to improve quality and raise efficiency. We also visited their car showroom.

We were also taken to a company called King Parts Company in Fukuyama City, which makes specialized parts for different companies based on lost wax technology. We were surprised to find that it was the

same technology which is still used in idol making by our workers, and it is thousands of years old technology. The only thing was that they have improvised this technology and is now a multi billion-dollar business. The president of King Part company himself conducted the factory tour, and told us about various stages of production.

We also visited Aprica Company which makes baby pram and other baby products. We were lectured by the founder of the company about their philosophy and their practice in putting childcare first rather than profit. They have spent a lot of money on engineering and research to make baby products more safe and practical. The humane side of business struck us, and it showed to us that one could fulfill ones social responsibility and succeed in business as well.

In free time, we were taken to a visit to Kyoto which is the old capital city, and it has many historical sites such as forts, castles, temples etc. The design of temples were very similar to our own Nepalese architecture.

Overall, our program was very fruitful and we learned many things. We were also very much impressed by the discipline for the Japanese, their attitude towards work, punctuality and respect for each other.

I must not forget to mention our co-ordinator Mr. Sadatani who did his best to make our stay comfortable in Japan.

I think this type of training not only helps us to learn about Japanese Management, but also make mutual relation between Nepal and Japan strong and lasting. □

**Attention**



*NAAS monthly meetings on 1st Monday of every  
English month at YTG.*

*Time : 5:30 pm (summer) and 5:00 pm. (winter)*

## TQM Practices In Indian Organizations

R. Mukundan

Director, Team Consultants  
Chennai, India

*This article is reproduced from a paper delivered by the author at the first Regional Convention on Quality Management in Kathmandu organized by the Nepal AOTS Alumni Society on 11-12 April 1999.*

India, the world's largest democracy, is the seventh largest country in terms of land area and the second most populous country in the world. With a land mass of 3.3 million sq. kilometers and a population of 960 million, India represents a nation rich in diversity in terms of its culture, people, language, geography, climate conditions and natural resources. Once described as "an economic miracle waiting to happen", India has made significant progress towards making economic miracle a reality. The announcement of a new economic policy in 1991 marked a watershed in India's effort to open up the economy and move to the center-stage of international business. The new policies, launched in conjunction with a liberalized trade policy and vigorous reform of the monetary and fiscal sectors, are part of a comprehensive and ongoing program of economic reform that aims at a full realization of the country's immense economic potential. The government is presently bringing about further changes to accelerate the process of economic liberalization and strengthen the inflow of foreign investment into the country.

One of the most important reasons for initiating TQM in many Indian organizations is to become globally competitive in business. Rated on global scales of quality, India's performance has been abysmal. Among 41 countries whose products and services were ranked by the world competitiveness report, India occupies a lowly 28th place on the price-to-quality parameter.

*If corporate India, which has produced poor products in the past, is to survive tomorrow, a quality revolution is essential.*

During the last 3-4 years, many Indian organizations have started the journey to TQM. Each company has adopted its own model for TQM and in this paper, the best practices of 8 organizations, which have successfully implemented TQM so far, has been briefly presented.

### I. QUALITY AS LEADERSHIP : PERFECT MACHINE TOOLS

The first man outside North America to receive the American Society for Quality Control's lifetime achievement award, D. L. Shah, Chairman Emeritus, Perfect Machine Tools, has less faith in formal quality theories than in a set of simple paradigms : that product quality is what is perfect from the customer's point of view, and that the customer must be satisfied at all costs. His charismatic style has been to instill in the workforce a sense of pride in their work, and to empower people to develop their skills. For, quality is more than just a management technique to Shah : it is a mechanism that can transform a human being and free him.

#### Best Practices

- \* Set a personal example of practicing what you preach about quality
- \* Create the environment for innovation and personal development
- \* Instill in every employee a sense of pride in the work that he must do
- \* Invest in training people at all levels in quality theory and practices
- \* Empower employees to go to any length to satisfy the customer.

### II. QUALITY AS INFRASTRUCTURE : MUKUND

Forging a quality ideology for a rusty giant like Mukund was tough. Especially since top management team was convinced that no single quality model suited the steel products manufacturer. After exploring and evaluating a number of options, the firm decided its own tactics for TQM, fusing together the best practices from a number of models. At present, there are four pillars on which Mukund's quality edifice rests: the Juran quality improvement process, the Japanese concept of QC, the European standard of ISO-9000 Certification, and continuous training. *Could this be the prototype of a uniquely Indian template for TQM ?*

## Best practices

- \* Do not dogmatically stick to any one TQM model
- \* Customize every quality ideology to corporate needs
- \* Create and empower a team only to drive TQM
- \* Train and retrain workers and managers in TQM
- \* Calculate the savings from every TQM projects

## III. QUALITY AS SYSTEMS : MODI XEROX

Copier-maker MODI XEROX'S philosophy is that total quality can be achieved only by standardizing each and every one of its processes - from manufacturing, from training to customer service - in the form of systems. By breaking every activity into discrete, sequential steps, the company attempts to eliminate deviations from the norm. Rigid documented protocols of procedure govern MODI XEROX's practices, banishing the possibility of individualized or informal approaches. But quality comes from maintaining these systems, irrespective of the movement of individuals in and out of the company.

## Best practices

- \* Break down every process into an unambiguous sequence of steps
- \* Document every process to create a manual for conformance
- \* Devise system that can function even if the individuals change
- \* Keep the processes fixed and the organizational structure flexible
- \* Use global quality audits to benchmark efficacy of systems

## IV. QUALITY IN MANUFACTURING : RANBAXY

On no shopfloor is quality as much at a premium as in the pharmaceutical industry. Its ambitions of girding the globe have prompted Ranbaxy into upgrading its manufacturing to world standards. Depending on process-driven techniques, the pharmaceutical producer relies on automation to overcome local apathy to quality. In addition, Ranbaxy has devised a detailed method of documentation that has helped standardize quality processes. While it has managed to crack open some foreign markets, Ranbaxy's goal is even more ambitious: to export its formulations to the US under its own brandnames in the future. How ?

## Best practices

- \* Automate manufacturing processes as much as possible
- \* Create completely process-driven manufacturing systems

- \* Document work processes and post them at all workstations
- \* Educate workers continuously on corporate goals

## V. QUALITY AS AFTER-SALES SERVICE : THERMAX

Ten years ago, in the face of rising customer dissatisfaction, the boiler manufacturer Thermax decided to revamp its after-sales service. System of franchisees was created in the hope that they would service customers better. However, the strategy did not stem customer complaints and in 1994, Mr. Rohinton Aga, CEO decided to adopt TQM. To make Thermax more customer-oriented, Aga set up Divisional Apex Responsibility Teams (DARTs). Next, the concept of internal customers was created, simulating the reactions of the actual customer. Slowly but surely, the TQM process is helping Thermax deliver after-sales quality to its customers.

## Best Practices

- \* Ensure that the TQM drive extends to service Franchisees
- \* Empower Franchisees to take decisions on the customer's Premise
- \* Focus on preventive, rather than curative, maintenance
- \* Log, monitor, and analyze customer complaints every day

## VI. QUALITY AS MARKETING : HINDUSTAN LEVER

Hindustan Lever's key to quality marketing - from selecting a product idea to checking when the appeal of an ad spot begins to pall - is an obsession with consumer feed back. Not only do HLL's processes have built-in filters to discard unworkable ideas they also possess the leeway to keep innovation alive and effect mid-course corrections. While the innovation funnel for product development fast forwards a concept to retail shelves, the Unilever plan for great advertising is a checklist to create effective campaigns. The superstructure for these processes: electronic linkages that allow HLL to tap into Unilever's global pool of knowledge.

## Best Practices :

- \* Validate every marketing step through customer feedback
- \* Identify specific business needs for every new product
- \* Use cross-functional teams to filter unworkable ideas
- \* Judge advertising quality against specific parameters
- \* Depend on market research to fine-tune communication strategy

### VII. QUALITY AS SERVICE : HOUSING DEVELOPMENT FINANCE CORPORATION

Over the last few years, HDFC has been busy redefining its service quality management process. With no local role model available. The HDFC had to evolve its own quality philosophy. Its goal: make it simpler for individuals to take loans: This has been achieved by creating a service triangle, with customer in the center and the HDFC services, systems, and empowered people as its three apexes. Cutting down cycle-time, completely decentralizing the loan appraisal system, and investing in Information Management Systems has enhanced process quality.

#### Best Practices :

- \* Reduce paperwork to make it easier for customers
- \* Reduce the time customers spend waiting in offices
- \* Identify steps that can be merged or eliminated altogether
- \* Provide information and reduce transaction times
- \* Recruit inexperienced people to eliminate de-training

### VIII. QUALITY AS HRD : INFOSYS TECHNOLOGIES

The quality target for Infosys Technologies human resources division is to minimize the employee turnover rate, bringing down to zero if possible. To reach this

target, the company treats its employees as customers, using research to ascertain their needs. This data is then used to design appraisal, compensation, and other rewards, with special emphasis non providing unexpected benefits as well as to improve working conditions. Employee lifelines are clearly mapped out, with quality control checks being exercised at each stage of an employee progress through the organization

#### Best Practices :

- \* Treat employees as customers of the human resource department
- \* Use the jobline of every employee to install quality checks
- \* Research employee's needs to design benefits and rewards
- \* Use tests and interviews to ensure suitable skill and mindset
- \* Adopt 360 degree appraisal to ensure objectivity of assessment

#### CONCLUSION

*In marching towards the 21st century, Indian corporates have begun the journey of TQM. The journey is very painful. Yet, there is no alternate road for excellence. TQM is both a goal and a path. Therefore, the quality journey is one that can never end. □*

*Wishing the 9th AGM of  
Nepal AOTS Alumni Society  
a grand success*

## Modern Packaging Industry

*(Manufacturer of corrugated cardboard boxes)*

B. I. D. Balaju, Kathmandu

Tel : 350983, Fax : 223997

E-mail : modpack@wlink.com.np

## STATUS OF TQM APPLICATION IN NEPALESE INDUSTRIES (A RAPID ASSESSMENT)

Kumar Pd. Khanal  
Royal Drugs Ltd.

*This article is reproduced from a paper delivered by the author at the Third Quality Convention held by BSTQM, Dhaka, Bangladesh on 11-12 December, 1998.*

### I. BACKGROUND

After the onset of multiparty system in 1990, Nepal has taken the part of economic liberalization to liberate forces of development and growth in the country. The onset of liberalization is a good ground for Nepal, but the development of productivity culture is still in a stage of infancy, and the economic order is still plagued by the perils of productivity. The Public Enterprises suffer from monopolistic and non-responsive attitude as there is a cultural need to serve the bureaucratic and political masters, disguising is at a service to the people. In the case of private sector, the enterprise level activities are now exposed to competition albeit with a trash of protection, but they have failed to overhaul the settings.

In Nepal, Total Quality Management (TQM) is a relatively new concept. Nepalese entrepreneurs and managers working in this landlocked and resource-constrained country, have to understand how to use this Japanese management technique in their organizations - either directly or with some necessary modifications to suit the special organizational environment. Nepal too, can enhance competitiveness through productivity and quality improvement through the application of TQM. If Nepalese entrepreneurs are convinced of the development possibilities as proved by Japan, the only need will be total commitment and involvement of the top and middle level management. That is if they want to implement TQM in their organization.

As mentioned earlier, TQM is a new concept of management for Nepal. The first step for TQM implementation should be the use of PDCA cycle, quality circle formation, bottom-up approach, 5'S' and Kaizen concept etc. In order to apply these Japanese style management techniques effectively, this paper has tried to assess the status of Nepalese industries.

\* *TQM Promotion Guide Book, Hitoshi Kume, 1996*

### II. STUDY APPROACH

#### 1) Objective :

The objective of this paper is to understand the status of General Management, Production Management, Non-Production Management (such as design engineering, marketing, purchasing, administration, finance etc.) and the employee of Nepalese industries which can accept the TQM application.

#### 2) Methodology :

Because of the time constraint, a rapid assessment method is applied to assess the status of TQM application in Nepalese industries.

#### 3) Sampling :

For this study, 12 private sector and 4 public sector manufacturing industries of Kathmandu valley were chosen as sample. Kathmandu is chosen for the study because it is comparatively developed and has facilities for the development of industries than other parts of the country. Hence Kathmandu may represent the status of the entire country.

#### 4) Instrument used for the study :

An instrument developed by Professor Hitoshi Kume\* was used for the study.

The check-sheet consists of 4 major parameters with 23 subjects

- a) General Management has 7 subjects : i) Policy management, ii) Standardization, iii) Routine Management, iv) QC circles, v) Problem solving, vi) Statistical techniques, and vii) Training
- b) Production Management has 8 subjects : i) Training and tidiness, ii) Cleanliness, iii) Safety management, iv) Health and Hygiene management, v) Process control, vi) Equipment management, vii) Measurement control, and viii) Inspection
- c) Non-Production Management consists of 5 subjects such as i) Design Engineering, ii) Subcontracting and purchasing, iii) Production management, iv) Sales, and v) After Sales service

- d) The last parameter is people, which consist only 3 subjects. They are i) Top Managers, ii) Middle Managers, and iii) Ordinary Employees

[Each subject has been given five options as per the level of status required for TQM implementation. The weightage for the right-most status bars is 5, and it decreases towards left as 4, 3, 2 and 1 for the left-most status.]

5) Data collection :

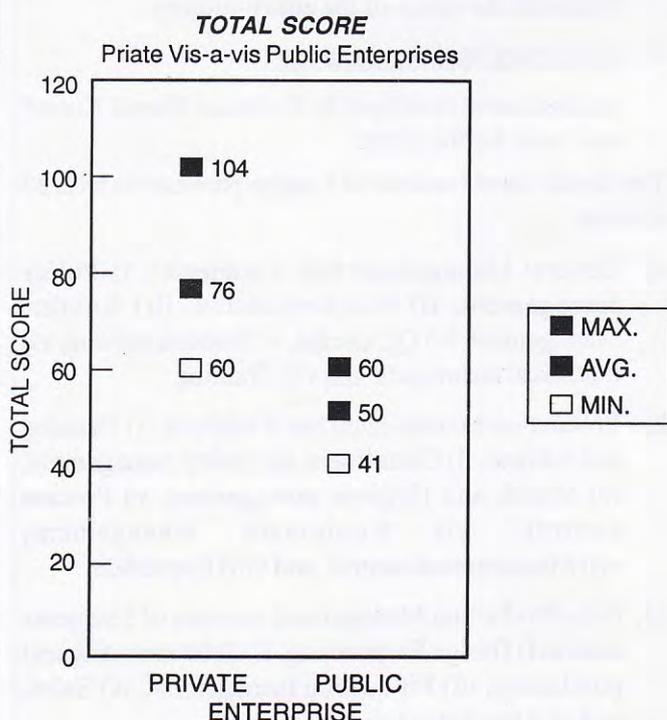
For this study report, each sample industry, was visited and check sheet was marked after interviewing concerned authority.

6) Analysis :

The total scores obtained by summing up the subjects in each parameter is the status of that parameter of the concerned industry. The higher the number, the better the opportunity for implementing TQM in that industry. In the organizations acquiring lower numbers, proper attention should be given for creating awareness and providing training on TQM. The status of TQM is assessed after completing total score of private as well as public sector enterprises.

### III. STUDY RESULTS

The results of the survey in the form of weightage are



tabulated in Table 1.

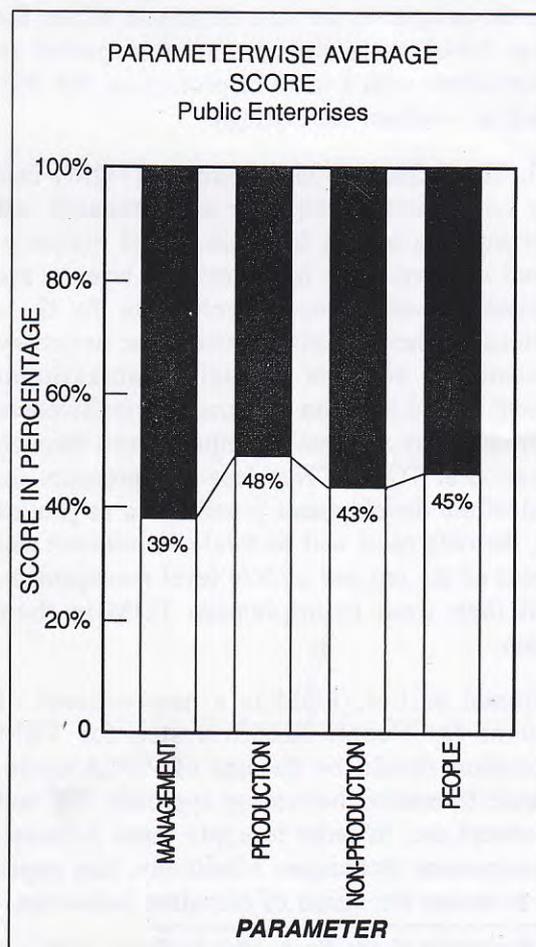
### The Total Score of Private Vs Public Enterprise

Enterprise	Weightage		
	Average	Maximum	Minimum
Private	76	104	60
Public	50	60	41

The average total score of Private sector is 76, whereas that of Public sector is 50, indicating that the private sector is more adaptable to TQM than the public sector. It is interesting to note that the maximum score obtained by public sector industry (60) is the lowest obtained by private sector industry.

### Parameterwise Average Score (Public Enterprises)

Parameter	Average Full Score	Average Acheived Score	Percent %
Management	35	13.50	39.0
Production	40	19.00	48.0
Non-Production	25	10.80	43.0
People	15	6.80	45.0

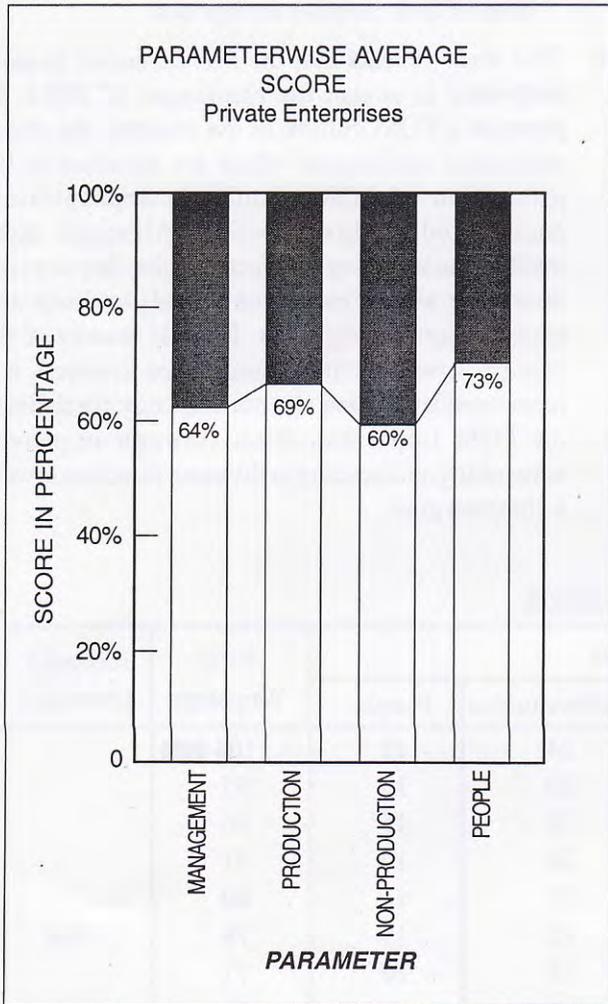


**Parameterwise Average score (Private Enterprises)**

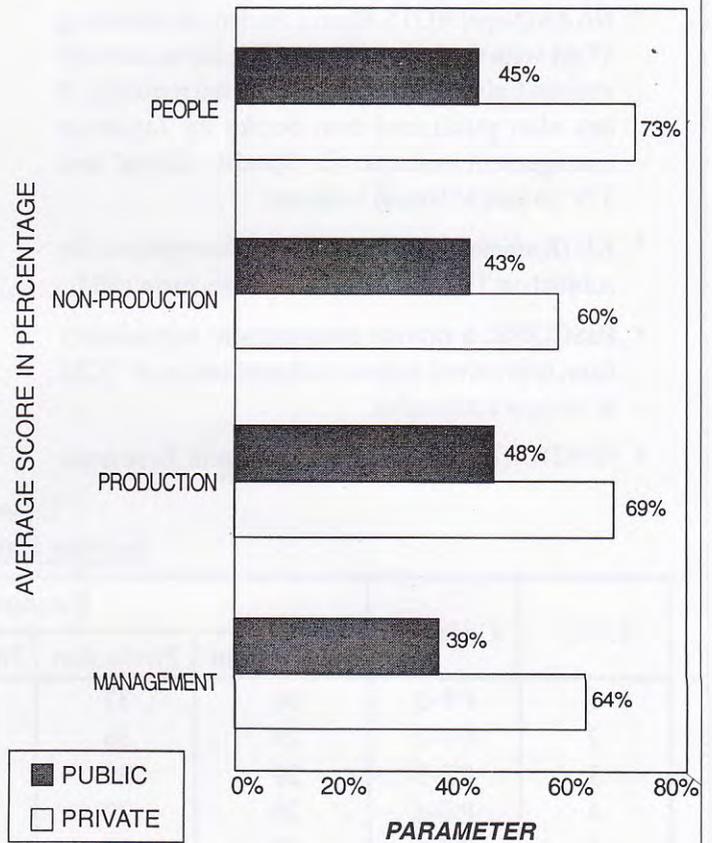
Parameter	Average Full Score	Average Acheived Score	Percent %
Management	35	22.25	64.0
Production	40	27.75	69.0
Non-Production	25	15.00	60.0
People	15	11.00	73.0

**Score Comparison Public Vs Private**

Parameters	% Score Obtained	
	Private	Public
Management	64	39
Production	69	48
Non-Production	60	43
People	73	45



**SCORE COMPARISON  
Private Vis-a-vis Public Enterprises**



These figures depict the strength and weakness of the enterprises in those parameters used. The average awareness level of TQM in the Public sector lies around 40-45, whereas that of Private sector lies between 65-70. The general employees of Private sector are more aware and motivated to implement TQM as compared to the Public sector. The production department of private sector shows stronger awareness of TQM than non-production department, but still higher than the Public sector's production department whose highest score is

only 48. The management side of Public sector is less aware of TQM. It is very difficult to implement TQM in such cases.

**IV. CONCLUSION**

From the above study, the conclusions drawn were as follows :

- a) Private sector enterprises are more adaptable to TQM in comparison to their Public sector counterparts.
- b) The strength of the Private sector is its employees. It is easier to implement TQM where most people know about it rather than in the Public sector where only 45% of the people are aware of TQM. The

## Article

CEO's of private sector understand that things sell on quality not on price. They are, therefore, very enthusiastic and willing to improve the quality of their products to compete globally. The first and foremost requirement for TQM implementation is the total commitment of the top management. Once they are adequately motivated to apply TQM, it is a good sign for the enterprise.

c) The following institutions have been regularly promoting TQM in Nepal.

\* NAAS (Nepal AOTS Alumni Society) is promoting TQM with the help of the AOTS, Japan through various training programs conducted regularly. It has also published two books on Japanese management concept, viz "Quality Circle" and "5S" in simple Nepali language.

\* KU (Kathmandu University) has incorporated the subject on TQM in its MBA course from 1998.

\* BISCONS, a private management consultancy firm, is involved in practical application of TQM in various companies.

\* NPEDC (National Productivity and Economic

Development Center), a public sector enterprise sends managers from public sector organizations to Japan on Japanese management training programs, and also conducts several training programs on this topic in Nepal. It also publishes bulletins to promote TQM.

\* The FNCCI (Federation of Nepalese Chambers of Commerce and Industry) which also regularly conducts training programs on TQM involving most of their member enterprises.

d) This study reveals that the Private sector is more motivated to accept the challenges of TQM. To promote a TQM culture in the country, the above mentioned institutions which are involved in the promotion of TQM should be appropriately encouraged in this direction. Although these institutions are doing satisfactory jobs, they are only operating at the individual level, without any coordination among them. For the benefit of the country as well as the organizations involved, it is recommended to have one nucleus body specializing on TQM implementation through improved networking and heading in the same direction toward a common goal.

Table 1  
**Survey Data Sheet**

S. No.	Code No.	Parameters				Total Weightage	Remarks (Average)
		Management	Production	Non-Production	People		
1	PT-1	30	37	24	13	104 <input checked="" type="checkbox"/>	76★
2	PT-2	29	36	20	10	95	
3	PT-3	29	30	12	15	86	
4	PT-4	20	27	24	10	81	
5	PT-5	25	27	17	11	80	
6	PT-6	25	28	12	13	78	
7	PT-7	21	24	16	10	71	
8	PT-8	24	29	9	9	71	
9	PT-9	20	24	12	9	65	
10	PT-10	14	23	13	11	61	
11	PT-11	16	23	11	10	60 <input type="checkbox"/>	
12	PT-12	14	25	10	11	60 <input type="checkbox"/>	
13	PE-1	15	21	16	8	60 <input checked="" type="checkbox"/>	50★
14	PE-2	13	24	9	5	51	
15	PE-3	15	17	11	5	48	
16	PE-4	11	14	7	9	41 <input type="checkbox"/>	

Max. Score

Min. Score

AV. Score

PT - Private Enterprise

PE - Public Enterprise



# Quality Management in Bangladesh

AMM Khairul Bashar

Director, Center for Management Development

*This article is reproduced from a paper delivered by the author at the first Regional Convention on Quality Management in Kathmandu organized by the Nepal AOTS Alumni Society on 11-12 April 1999.*

## 1. BACKGROUND

Bangladesh consists of low, flat and fertile land. A network of very large rivers and the tributaries numbering about 230 with a total length of about 24,140 km covering the country flow down to the Bay of Bengal. The alluvial soil is thus continuously being enriched by heavy silts deposited by rivers during the rainy season. Hence, Bangladesh economy is purely agro-based. Tea is the oldest industry which is still famous for high quality in the world. Though internal consumption is increasing every year, Bangladesh is exporting tea to about 155 countries of the world. The Dhakai Moslin (fine textile fabric) was a delicacy for centuries. Jute industry is also about a century old. This indicates that the concept of Quality was known to Bangladeshis even long before.

The territory that constitute Bangladesh was under Muslim rule for over five and half centuries from 1201 AD. Subsequently, it was under the subjugation of the British from 1997. The British ruled for nearly 190 years upto 9147 when Bangladesh became a part of Pakistan and was known as East Pakistan. It appeared on the world map as an independent and sovereign state on 16 December, 1971. The following statistics are worthy to be mentioned :

- Population : 111.4 million
- Area : 147,570 Sq.km
- GDP : 1170 billion taka
- Export : 144521 million taka (1995-96)
- Major Industries

Jute, Cotton textile, Paper, Ready-made Garments, Newsprint, Sugar, Cement, Chemicals,

Pharmaceuticals, Tanneries, Engineering, Ship-Building, Iron & Steel, Electrical Goods, Cigarettes etc.

- Industrial sector contribute 11% of the GDP

Bangladesh had the chance to determine its own policy after its independence since 1971. Unfortunately, the start was made with nationalization and socialism as a national policy. This resulted in a comparatively large public sector. There was no competition. Quality of goods and services were very poor. Lately, with the concept of deregulation, private sector has started growing fast.

A competitive environment has just begun. The government pursued its policy of liberalization to make Bangladesh economy global. To cope with global scenario, Bangladesh started practising open market economy. This has recently created an impact on the way business operate. Top executives are trying to find a way out to achieve excellence.

Government is encouraging export, industrialization and privatization. In the domestic sector there are many industrial estates. At present there are more than 30,000 industrial establishments in the country.

Due to open market policy, Quality has become a major concern for many enterprises. Demand for skill development and search for ways and means for improvement is in great demand. The main aim of this paper is to highlight various initiatives taken in this regard in Bangladesh.

## 2. QUALITY AWARENESS IN BANGLADESH

### 2.1 Situation in general

Quality Management is in the early stage in Bangladesh. It has started only a few years back. Significant success has been achieved since 1996 when the First National Quality Convention was held. Even without proper understanding some

organizations are able to produce high quality goods and services because their managing director or top boss is in direct contact with production process. This has turned many enterprises into "One-Man Business" type organisation.

Vast majority of enterprises which are desirous of producing quality products have limited their activities to inspection only. They generally believe that quality is the job of QC department only. Some organizations value statistical methods for effective quality control. However, mistake prevention and prevention of recurrence is not yet their concern. Ready-made garment industries are committed to attain quality. The main reason for achieving success in this sector is tightened inspection and checking. In most cases there are 100 percent inspection. In many organizations, the number of inspectors is very close to the number of operators.

Many top executives still do not value the need for manpower planning, and do not invest in human resources. Many such organizations are now growing in size and increasingly feeling the need to develop their own human resources. Investment in human resources is gaining importance. Those organizations which consider human being as an asset are investing in developing manpower and career development of employees in a planned manner. These organizations are proven to be very effective.

Quality is increasingly gaining importance. Employees are consulted by top managers resulting in participatory management. Bottom-up approach is slowly becoming popular. The march towards quality is likely to intensify further in next few years. The first company which started its journey towards TQM has multiplied its business 4 times in last 5 years.

### 2.2 Facilities and Resources

Bangladesh Institute of Management (previously BMDC) is engaged in management development activities since its inception in 1962. The Productivity Division of this institute organized training courses on statistical methods for many years. Besides the training course on production management and diploma course in industrial management include modules on statistical methods. However, most participants of these training courses were from

public sector. Public sector enterprises have QC department/sections which apply statistical methods to control quality. Besides, Institute of Statistical Research and Training (ISRT) also carried out similar program.

Bangladesh Standard and Testing Institute (BSTI) is the regulatory body to control quality of goods and services. The institute was reorganized and strengthened. At present, it is compulsory to obtain Quality Certification of BSTI. In the meantime, BSTI has also developed standard specification of most products.

The leading organisation which created awareness in Quality Management is the Association for Overseas Technical Scholarship (AOTS), Japan. More than 800 Bangladeshis have received training under AOTS scholarships so far. Top executives, entrepreneurs, mid and junior level officials participated in AOTS training programs on management and technical subjects. Awareness about Quality Management has been started through these trainees. BAAS (Bangladesh AOTS Alumni Society) and CAAS (Chattagram AOTS Alumni Society) also implemented many training courses with their own resources. Besides, programs were also held in collaboration with AOTS and Japanese business organizations. Many AOTS alumni implemented Japanese techniques like 5-S, Quality Circles, KAIZEN in their organizations with their own initiatives.

BAAS also helped NAAS (Nepal AOTS Alumni Society) in implementing Quality Circles in two enterprise in Nepal, organising a seminar on TQM and a Program on Training of Trainers in Japanese Management.

Besides, institutions like BASC (Business Advisory Service Center), MIDAS (Micro Industries Development and Assistance Society), RAPPORT Bangladesh etc. are organising training and seminar programs on ISO-9000 and TQM.

Some members of BAAS realized that the membership of BAAS is very limited. All entrepreneurs cannot become members of BAAS. It was realized that to promote Quality Management, a national forum is necessary where everyone can participate. Accordingly, Bangladesh Society for

Total Quality Management (BSTQM) was formed as a separate organisation. Membership of the society is open to all entrepreneurs, managers, employers, consultants, trainers etc. BSTQM organizes training courses, seminars etc. in collaboration with CMD. It provides advisory services as well. BSTQM published books on Quality Circles, 5-S Techniques, and information leaflet on TQM in Bengali. The society organizes annual quality convention at national level to exchange experiences of various organizations in quality improvement. The society also provides quality awards for companies and individuals. It is publishing a Quarterly Newsletter titled "QUALIFY" regularly. This newsletter is aimed at Quality Circles. BSTQM organized three annual quality conventions successfully.

Center for Management Development (CMD), a private training and consultancy house, offers training courses on Quality Circles, 5-S techniques, TQM, Statistical Quality Control etc. This organisation renders in-plant consultancy services on TQM. This organisation also collaborates and assists BSTQM, BAAS and CAAS. In fact, this organisation has been instrumental in initiating a Quality revolution in Bangladesh.

Dhaka Chamber of Commerce and Industry (DCCI) is also organising seminar and training program in the area of Quality.

Recently, many other agencies engaged in the field of management, training and productivity extended their support to cooperate with BSTQM. AOTS-Dhaka office and AOTS-Tokyo provide moral support to BSTQM.

### 3.0 National Standards

The Government of Bangladesh has established Bangladesh Standards and Testing Institution through an Ordinance No. XXXVII of 1985 by merging the Central Testing Laboratories (CTL) with the National Standards Body (NSB) of the country. This institution looks after the work related to the Weights and Measures Ordinance of 1982 (Ordinance No. XII of 1982). Bangladesh is "Observer Member" of the International Organisation for Standardisation (ISO) and "Corresponding Member" of the International

Organisation for Legal Metrology (OIML) and receiving technical cooperation from these organisations and its member countries. The general direction and administration of the affairs and functions of the institution has been vested in a council which may exercise all powers and perform all functions by the institution. The council also discharging its duties is guided by such instruction as may be given to it by the government from time to time.

As per the guideline of the institution, the organisation is functioning on the three broad heads namely (1) Testing, (2) Standardisation, and (3) Work related to weights and measures.

To ensure marketing of quality products the Government of the People's Republic of Bangladesh has included one hundred items under compulsory certification marks.

### 4.0 ISO-9000 Quality Certification

ISO-9000 Quality Certification has become popular only a few years ago. So far about 16 companies have been certified though as many as 15 companies are in the pipeline. Unfortunately, there is no certification body in Bangladesh. Moreover, there is also shortage of consultants. As a result, certification has become expensive. In Bangladesh, ISO certification is mostly taken as a matter of prestige and recognition only. There is hardly any evidence that the system could improve real quality or increased market share. Many ISO certified companies are realising the importance of TQM to have lasting effect.

### 5.0 Total Quality Management

Total Quality Management (TQM) is gradually becoming popular in Bangladesh. Training programs and seminars on TQM are being organised by many agencies almost regularly. Enterprises are adopting various tools and techniques of TQM. CMD, BSTQM, BAAS, CAAS are actively involved in promoting TQM. Success appeared after 1991. Today about 22 organisations are reported to have Quality Circles. Some features of these Quality Circles are given below :

- \* Training of the QCC's :  
In-plant training of managers

- In-plant training of QC leaders, members & facilitators
- \* Structure and Monitoring of QCC's :
  - Circle Members;
  - Circle Leader;
  - Facilitators;
  - Steering Committee;
  - Consultants
- \* Types of Activities of QCC's:
  - Problems of the workplace;
  - Study about QC;
  - A theme with objective or target;
  - 5-S activities
- \* Meetings of the QCC's :
  - On average, 2-4 meetings per month
- \* Attendance Rate :
  - 40-95 percent
- \* Problem Solving Tools generally used :
  - Brainstorming;
  - Cause & Effect Diagram;
  - Check Sheet;
  - Histogram;
  - Pareto Analysis

Many organisations practice 5-S Techniques in some form. Mostly the members of BAAS and CAAS who have undergone training in Japan made effort to implement 5-S in their plants. Exact number of organisations practising 5-S is not known, but about 12 organisations are reported to be practising it satisfactorily.

Status of Quality Management in Bangladesh can be summarised as follows :

i. Number of ISO Certified companies	: 16
ii. Number in the process of Certification	: 15
iii. Number of organisations promoting TQM seriously	: 6
iv. Number of organisations having QCC's	: 22
v. No. of organisations where QCC's are very active	: 8
vi. Number of organisations reported to practice 5-S	: 12

### 6.0 Quality Conventions

Quality Convention at national level are organised

every year. So far, 3 annual conventions were participated by hundreds of delegates. Professional experts and Quality Circles made presentations in the convention. Some organisations have in-plant Quality Circle competitions.

### 7.0 Quality Award

To promote Quality in Bangladesh, BSTQM has the provision of Quality Awards for organisations and individuals. It has also developed a criteria for evaluation. So far none has been awarded.

### 8.0 Role of BSTQM

BSTQM is the most active organisation in the field of TQM in Bangladesh. Its functions are as follows :

- Organising discussion programs;
- Organising training programs;
- Visit to enterprises;
- Organising Annual Quality Convention;
- Implementing skill development programs;
- Conducting Quality Audit;
- Providing advisory services in the field of TQM;
- Preparation of short length video films on quality issues for in-plant training and creating awareness;
- Publication of books, articles, leaflets, charts and posters for promotion of TQM;
- Awarding prizes for promotion of quality;
- Promotion of Quality Circles, registration of Circles etc.;
- Promotion of 5-S Techniques, Kaizen etc.

### 9.0 Conclusion

Globalization is the slogan of the day. Nations are facing the challenges to meet both domestic and global needs. Free market economy is a reality in many countries including Bangladesh. Strong competition is the principal characteristic in a free market economy in which Quality is the only effective tool to compete. Total Quality Management will provide the competitive advantage. In Bangladesh, TQM is becoming increasingly popular.

□

## IMPLICATIONS OF QUALITY PRACTICES IN INDUSTRY

### Impact of Productivity, Competitiveness and Performance

T. V. Ramaswamy

MD, Surya Tobacco Co. Ltd.

Kathmandu, Nepal

*This article is reproduced from a paper delivered by the author at the first Regional Convention on Quality Management in Kathmandu organized by the Nepal AOTS Alumni Society on 11-12 April 1999.*

There has been a desire in everybody to improve quality. There is something good about quality and it integrates the entire organization. However this term quality has to be understood in its entirety and precisely too in order to bring about improvements.

The world over, people understand the following terms :

- ◆ Colombian Coffee
- ◆ Italian Marble
- ◆ French Wine
- ◆ Scotch Whisky
- ◆ Cuban Cigars
- ◆ Darjeeling Tea

These are terms, which have come to use after years of dedicated work towards reliability, dependability and repeatability of either the product or service. But how do individuals and organizations make a beginning to earn a name in quality, improve their business standing and add to their profitability ?

Whenever we talk about quality our attention inevitably turns to Japan. What made the Japanese succeed ? The dedication of their senior management was legendary and their flair for details is well known. They squeeze every drop of progress and are fanatical about quality as a race.

#### But what is quality ?

- ◆ Is it sticking to specifications ?
- ◆ Is it functionality ?
- ◆ Is it aesthetics ?
- ◆ Is it that feel good factor ?
- ◆ Is it meeting the expectations ?
- ◆ Is it a fail safe attribute under stress ?

In organizations, which are seriously contemplating to undertake projects in the improvement of quality there should be five stages. First, there should be a serious conviction that there is a need to improve the quality of products services and the relationship. Secondly, there should be a commitment especially from the top. Thirdly there should be an involvement from all the players of the team to integrate this process. Fourthly, there should be set of tools and techniques in place with appropriate training. Lastly, there should be a review mechanism which should comprehensively cover all these areas.

This paper sets out to influence the reader that a real progress in Quality in an organization can be achieved only through cultural intervention rather than using some tools and techniques. Quality is a result of an Operations Policy and Philosophy and not a matter of the application of Statistical Process Control alone.

**Quality is achieved through prevention and NOT Appraisal**

**Quality performance standard is Zero defects and NOT Acceptable Quality Level**

**Quality is measured by the price of Nonperformance and NOT by indices**

**Quality is achieved by a cultural change and NOT by a set of tools and techniques.**

**Quality is defined as conformance to requirements and NOT as goodness**

**Quality is free and NOT costly**

**Quality is a continuous journey and NOT a destination**

Having said that the pervading organizational philosophy, culture and practices play a dominant role and are the inherent prerequisites, we now turn our attention to some of the Tools and Techniques that are used in an organization. They are :

- a) PDCA Cycle
- b) Brainstorming
- c) Fishbone diagram
- d) Pareto chart

## Article

- e) Benchmarking
- f) Scatter diagram
- g) Statistical Process Control
- h) Advanced OR techniques

It is not the intention to describe each and every one of these tools and techniques as any standard quality improvement book will amplify these areas.

Therefore if we assume that the necessary culture and essential techniques are available in an organizations, some other issues arise frequently, and they need to be addressed.

Some of the human qualities which are required to make progress in the path towards continuous improvement in quality are Discipline, Patience, Perseverance, Integrity, Trust, Candour, Teamwork, Creativity etc.

It must be understood that quality and profit are linked. The often repeated statement that 'Quality is free' is least understood and accepted. However a genuine attempt at improving quality results in the :

- ◆ Reduction of waste
- ◆ Elimination of rework
- ◆ Deduction of non-value added activities
- ◆ Improvement of productivity
- ◆ Enhancement of profit

In the future, competing organizations will have access to the same set of resources but one unique resource which will set organizations apart will be the Human Resource. It is upto the organization as to how to get the best out of its Human Resource system. As an old cliché say "A match box can be used to light the stove and cook food or can be used to set fire to your neighbour's house."

To summarize, Quality in an organization is a result more of the Culture and Philosophy than the Tools and Techniques. The improvement of quality results in an improved organizational performance in several areas. It enables an organization to delight a customer and retain him in its fold in a sustainable manner for the eventual betterment for the customer, the organization and the nation. In this process the most important link is YOU.

*Wishing the 9th Annual General Meeting*

*of*

**Nepal AOTS Alumni Society**

*a grand success*

*June 25, 1999*

**Prefab Concrete Industries Pvt. Ltd.**

Kamaladi Ganesh, Kathmandu

Tel : 220046, Factory Tel : 630213, Fax : 977-1-223997

Why not a Hero Honda if you must ride a motorcycle.  
**SAVE FUEL, SAVE MONEY, SAVE ENVIRONMENT**



**SYAKAR COMPANY (P) LTD.**

Jyoti Bhawan, Kantipath, P.O. Box 133  
Kathmandu, Nepal. Ph. 225377, 225132

**Branches:** Biratnagar-25696, Birgunj-21203, Bhairahawa-20120, Narayangarh-20297,  
Hetauda-20481, Janakpur- 20322, Nepalgunj-20374, Pokhara-21922, Butwal-20049

*Wishing the 9th AGM*

*of*

**Nepal AOTS Alumni Society**

*a grand success*

**NEPAL ELECTRICAL WORKS PVT. LTD.**

Kha - 1/1537, New Baneshwor

Kathmandu, Nepal

Tel : 470053

*Wishing the 9th Annual General Meeting of*

**Nepal AOTS Alumni Society**

*a grand success*

**Himali Bakery Company Pvt. Ltd.**

B. I. D. Balaju, Kathmandu

Tel : 350848

Fax : 977-1-223997

*Wishing the 9th Annual General Meeting of*

**Nepal AOTS Alumni Society**

*a grand success*

**MULTI FOOD INDUSTRIES PVT. LTD.**

B. I. D. Balaju, Kathmandu

Tel : 350388, 356065

Fax : 977-1-351941

## LIST OF LIFE MEMBERS

S.No.	Name	Office	Off. Tel.	Res. Tel.	Fax
1.	Adhikari, Bhola Prasad	Swastika Copy Udyog	246502		
2.	Amatya, Keshab Man	Danphey Paper Mill & Bindery	483436	493630	
3.	Bania, Asoka Man Singh	Sako Engineering & Trading	242442	227488	223187
4.	Bania, Ram Badan Shrestha	Sako Engineering & Trading	242442	227488	223187
5.	Bania, Suraksha Man Singh	Balaju Auto Works (P) Ltd.	350994	271090	350604
6.	Bastola, Khem Raj	Trishakti Krishi Yentra Udhog P. Ltd.	222446		
7.	Bhatarai, Chinta Mani	Lumbini Finance & Leasing Co. Ltd.	423443	473554	
8.	Bhatarai, Madhusudan	Nepal AOTS Computer Training Center	478467	471118	
7.	Bhurltel, Mrigendra	Kathmandu Dyeing P. Ltd.	526916, 536658		
10.	Bista, Pradeep Kumar	Himalayan Silk Road Travel P. Ltd.	416225, 420442	524319	
11.	Chalise, Raju Nath	Nepal Arab Bank Ltd.	224351	412726	
12.	Chapagain, Dinesh Prasad	BISCONS	227470	241658	
13.	Chapagain, Shanti	Swastika Copy Udhog	246502	227470	
14.	Chhetri, Dhiraj Kumar Karki	Hotel Seema	057-20191	20124	
15.	Dali, Amira	Sanpo International Corporation	521295	270763	525417
16.	Dhoju, Devendra Prasad	Butwal Finance Ltd.	071-44288	071-40694	
17.	Giri, Fadindra Raj	BTC Pvt. Ltd.	520187	520214	
18.	Jyoti, Padma	Jyoti Group of Companies	225490, 226327	221290	226314
19.	K. C., Krishna Bahadur	Nanda Battery Industries	7140774	7160091	
20.	Kachhapati, Chandra P.	Sana Hastakala	522628	610401	
21.	Kafle, Tanka Mani	Gorkha Brewery Limited	056-20741		
22.	Kansakar, Naveen Bir Singh	Bir Singh Auto Centre	270243, 276880	270749	
23.	Khanal, Bidur Kumar	PEPSI International		470115	
24.	Khanal, Jagan	Everest Adventure Golf Resort		413137	
25.	Khanal, Kumar Prasad	Royal Drugs Ltd.	220635, 229109	471782	
26.	Lama, Bakhan Singh	Pooja Fashion Industries P. Ltd.	475814, 481582	472788	481579
27.	Maharjan, Kishor Kumar	Himalayan Bank Ltd.	243170	529275	
28.	Malla, Shanta Bahadur	Nepal Lithographing Co.	351390, 351399	227975	
29.	Manandhar, Bijay Bahadur	Lalitpur Finance Co. Ltd.	536598, 523850	533003	
30.	Manandhar, Pradeep	Blue Chip International	225811	254767	
31.	Manandhar, Purushottam N.	P. Narayan Motors P. Ltd.	246454	246454	431191
32.	Maskey, Puskar Nath	Navajeevan Textile P. Ltd.	526537, 526552	524294	
33.	Mool, Manohar Das	Kagaj Kothi	279619	249490	
34.	Mudbhary, Aijya Kumar	Nepal Wood Preservative Industries	241182	253847	
35.	Mudbhary, Kiran Kumar	Mudbhary & Joshi Construction P. Ltd.	241182	270771	
36.	Nakarmi, Mahesh Kumar	Shanker Automobiles Agency	270372	253625	
37.	Nepal, Arati	Nepal Paper Crafts P. Ltd.	470887	470887	
38.	Nepal, Prakash Kumar	Butwal Spinning Mills Ltd.	251295	21-28912	
39.	Nepal, Ramesh Prasad	Office of Energy Efficiency Services	266308	470887	474802
40.	Paneru, Binod Raj	Bhatbhateni Communication Centre	413186	411942	
41.	Pradhan, Chandra Man	Central Finance Co. Ltd.	536420	540842	
42.	Pradhan, Dinesh	Kagaj Kothi	246578	27961	
43.	Pradhan, Gautam Lal	Nepal Express Travel Service Pvt. Ltd.	221277	434816	
44.	Pradhan, Gyanendra Lal	Trishakti Cable	411182	414579	
45.	Pradhanang, Ballav Bahadur	Himali Bakery Co. P. Ltd.	350983, 350848	220144	223977
46.	Pradhanang, Sanjeeb	Prefab Concrete Ind. Pvt. Ltd.	610213	220046	
47.	Rajbhandari, Binod	Fairmed Concern Pvt. Ltd.	412742	422081	417234
48.	Rajkarnikar, Ramesh	Krishna Puroti Pvt. Ltd.	411452	415957	
49.	Rajkarnikar, Shant Raj	Nebula Fruit Products	270166	270309	
50.	Rijal, Sanjeev	Country Travel & Tours	243561	411205	266459
51.	Sapkota, Durga Lal	Nepal Material Handling Engg.	056-22541		056-21278
52.	Shah, Satya Narayan	NRB Dept. of Mint., Sundhara	246615		221750
53.	Shakya, Asta Bahadur	ABC Screen Printing Co.	278849	281472	
54.	Shakya, Bindu	Kathmandu Guest House	413632, 418733		417133

## LIST OF LIFE MEMBERS

S.No.	Name	Office	Off. Tel.	Res. Tel.	Fax
55.	Shakya, Kiran Narsing	Subhash Printing Press	533191, 533603	533191	
56.	Shakya, Raju	Otard International	413933	410033	
57.	Sharma, Himalaya Prasad	Flexopack Pvt. Ltd.	290551	521682	
58.	Sharma, Bishnu Bhakta	Nepal Electrical Works (P) Ltd.	470053	483847	
59.	Sharma, Hari Bhakta	Deurali-Janta Pharmaceuticals Pvt. Ltd.	435167, 435168	418297	435166
60.	Shrestha, Imojini	Modern Printing Press	214886	217469	
61.	Shrestha, Krishna Mohan	Surya Confectionery P. Ltd.	061-22925	25090	
62.	Shrestha Prabin Krishna	Ikhalkhu Stationery Industry	230721	533009	
63.	Shrestha, Prakash Rudra	Nepal Consult P. Ltd.	524379, 536827	246449	
64.	Shrestha, Pratul Lal	Dart International Pte. Ltd.	249458	265653	
65.	Shrestha, Rajoj Man	Central Finance Co. Ltd.	52289, 536420	271438	
66.	Shrestha, Ramesh Bahadur	Ajima Wool Carding & Spinning Udhog	474679	252414	
67.	Shrestha, Surendra Bahadur	Kathmandu Maida Mills Pvt. Ltd.	350221, 350385	249170	
68.	Shrestha, Surendra Das	Balaju Engg. & Structure Works (P) Ltd.	350302		
69.	Shrestha, Urmila	Sherpa Cooperative Trekking Pvt. Ltd.	224068	520466	
70.	Shrestha, Yogendra Prasad	Nepal Share Markets Co. Ltd.	426984, 425864	223564	
71.	Singh, Ram Kumar	Lazimpat Metal Engg. Works	428506	415404	
72.	Singh, Ramesh Man	BISCONS	227470	244515	
73.	Subedi, Purushottam	Karma Tara Carpet	272181	275324	
74.	Subedi, Ramesh Prasad	Sharma & Co. (P) Ltd.	260577	271226	
75.	Suwal, Prakash Raj Singh	Blue Chip International	225811	247491	
76.	Tamang, Devraj	Hyonjan Elect. Engg. Fabricator P. Ltd.	270991	355661	
77.	Thapa, Bhagat Bahadur	NIDC	228226	472812	
78.	Tuladhar, Induratna	International Motorcycle Spare Parts	418161	272038	242625
79.	Tuladhar, Janak Raj	Kathmandu Repair Centre	226344	523964	
80.	Upreti, Prajesh Nath	Nepal Chemical Works P. ltd.	415753	415753	
81.	Vaidya, Brajesh	Nepal Biotech Nursery	541349	271073	541349
82.	Yadav, Shivjee Roy	Nepal Industrial Dev. Corporation	228322	480415	

Wishing the 9th Annual General Meeting

of

**Nepal AOTS Alumni Society**

a grand success

**Ajima Wool Carding & Spinning Udhog**

(New Zealand & Tibetan wool also available)

**Jayanti Wool Dyeing Industries**

(Carpet & Sweater Wool Dyeing)

**Shanti Goreto, Chabahil**

**Kathmandu, Nepal**

**Tel : 474679, 483344**

## MEMBERS LIST

S.No.	Name	Office	Off. Tel.	Res. Tel.	Fax
1	Adhikary, Puspa Raj	Bhandary Barment Industry	473279	473616	
2.	Adhikary, Ratnakar	New Everest Construction	227568		
3.	Amatya, Sanam	Alpha-1, Econ P. Ltd.		521444	
4.	Aryal, Ashok K.	Fish Tail Enterprises	415356	4135507	
5.	Aryal, Suman Raj	Biswash Garment	474029, 475318	420357	
6.	Bajaj, Gopal		250018, 249102	419067	249865
7.	Bajaj, Narayan	Deepak Garment Industries	495768	224494	488463
8.	Bajaj, Sharwan Kumar	Deepak Garment Industries	495768	419067	488463
9.	Bajracharya, Indra	Smile Wear	524857	533070	
10.	Bajracharya, Shakya	Bajra & Bajracharya Enterprises		524851	
11.	Bhagat, Radhe Shyam	R.S. Bhatat & Ass. Consulting Artitech	26547		
12.	Bhandari, Mukunda Ram	Economic Service Center	272530	415563	272530
13.	Bhandari, Narayan Prasad	Nepal Telecom. Corporation	226004		
14.	Bhandary, Kishore Ram	Royal Drugs Ltd.	227210	415563	
15.	Bhattarai, Nerendra	Balaju Textile Industry Ltd.	350958	416130	
16.	Bishet, Hiter	Narayani Feed Industries	057-20310	057-20463	
17.	Dahal, Basu	Himalayan Bank Limited	225399		
18.	Dali, Durgesh Raj	Royal Nepal Airlines	220757	270763	
19.	Ghimire, Kapil Dev	Small Business Promotion Project	223361	415473	223361
20.	Hada, Anil	Super Biscuit Industry	350883, 351941	226463	
21.	Hada, Purna Prakash	International Comm. Inc. Hetauda	057-20808	270043	
22.	Joshi, Bhawani Bhakta	Trans Everest Enterprises P. Ltd.	224538	227065	
23.	Joshi, Kush Kumar	Nepal Ektrat Engineering Co.			
24.	Joshi, Surendra Raj	Style Trade Line	224243	419785	
25.	Karanjit, Saurab				
26.	Maharjan, Asha Lal	Nepal Telecom. Corporation	213944	526379	
27.	Maharjan, Ashok	Swodeshi Bastra Kala Palpali Dhaka	414772	414772	
28.	Maharjan, Suresh	United Auto Workshop	540101	526389	
29.	Mathema, Kishor Bhakta	Harisiddhi Brick & Tile Factory	521451, 5211178		
30.	Pant, Sambhu				
31.	Piya, Barun	Piya Plastic Industries	411072	410737	
32.	Piya, Jiwan Lal	Chirag Foam Ind. Pvt. Ltd.	272384	420773	
33.	Pokhrel, Arun	Himalayan Journeys	226138, 412971	414368	
34.	Pokhrel, Sanjeeb C.	Nepal Rubber Udhog Pvt. Ltd.	221123	221123	223145
35.	Poudyal, Upendra Keshari	NRB. Mint Dept. Sundhara	226965	474144	
36.	Pradhan, Banshee Ram	Blue Chip International	256481	354043	
37.	Pradhan, Kishor Kumar	Birat Pharma Lab (P) Ltd.		27144	
38.	Pradhan, Prabhu Keshar M.S.	NIDC	229418, 228322	272650	
39.	Pradhanang, Tara Bahadur	Prefab Concrete	220046	220046	
40.	Rajbhandari, Devraj	Arnico Nirman Company P. Ltd.	470307, 474127	473677	
41.	Rana Ashok, S. J. B.	Himalayan Bank Ltd.	227749	222245	
42.	Shah, Balendu Bikram	Himalayan Brewery Ltd.	290555	536288	
43.	Shakya, Arun Kumar	Shimizu Corporation	227568, 223178		
45.	Shakya, Surya Bahadur	Shambala Garments (P) Ltd.	522433	522433	
46.	Shrestha, Bhusan Krishna	Pape Inc. Traders	246303	533809	

## MEMBERS LIST

S.No.	Name	Office	Off. Tel.	Res. Tel.	Fax
47.	Shrestha, Bijendra	Pacific Commercial Co. P. Ltd.	430525, 431525	278721	
48.	Shrestha, Jyoti	Ayusha Garment Industries	470542	470542	
49.	Shrestha, Keshab	Natural History Museum	271899	272578	
50.	Shrestha, Laxmi Bahadur	Harisiddhi Brick & Tile Factory Ltd.	227415	418862	
51.	Shrestha, Madhav Narayan	Nepal Water Supply Corporation	419585, 411194		
52.	Shrestha, Meena	Elite Creation P. Ltd.	472821	473677	
53.	Shrestha Rajan Babu	Aero Care Air Conditioning Service	474072	412903	
54.	Shrestha, Ratna Man	Shakti Hume Pipe Udhog	270518	271438	
55.	Shrestha, Sabin Lal	High Land Distillery	231316	521797	
56.	Shrestha, Sanjoj Man	Shakti Hum Pipe Udyog P. Ltd.		271438	
57.	Shrestha, Shashindra	NEBICO Pvt. Ltd.	350541, 350130	417246	350527
58.	Shrestha, Umesh	Trishakti Soap & Chemicals P. Ltd.	527586	522676	
59.	Stapith, Hira Ratna			226774	
60.	Stapith, Ajaya Ratna	New Hotel Crystal Pokhara P. Ltd.	061-20035	228013	
61.	Subedi, Mukti Nath	Rakhu Bhagwati Construction	220520	061-20967	
62.	Suwal, Mahendra	Prasuma Delicatessen (P) Ltd.	312035	312035	310671
63.	Tamang, Ladhuram	Hyonjan Elect. Engg.	228561	270991	
64.	Tandukar, Jyoti	Institute of Engineering	534070	259059	
65.	Upadhaya, Sharad Chandra	Janak Education Material Center Ltd.	610170	473284	

# nbn

## NEPAL BIOTECH NURSERY

*BIOTECHNOLOGY WITH SIMPLE SOLUTIONS*

HIMALAYAN ORCHIDS • SUBCULTURING CONTRACTS • ORNAMENTAL PLANTS AND FLOWERS

**Mailing Address :** GPO Box 897, EPC 1171, Jawalakhel, Nepal

**Laboratory :** Chhyasikot, Bhainsepati, Lalitpur, Nepal

**Phone :** 541349, **Fax :** 977-1-525417

**Email :** nbn@yakman.mos.com.np

*With best compliments*

*to*

Nepal AOTS Alumni Society (NAAS)

## **NEPAL SHARE MARKETS CO. LTD.**

Ramshah Path, P. O. Box 7958, Kathmandu, Nepal

Tel : 426984, 425864, 430153

Fax : 430109

*Remember us for :*

### Deposit & Saving Schemes

#### Medium and Long term Finance

- ☞ Discounting and Acceptance of Bills
- ☞ Leasing
- ☞ Issue of Guarantee
- ☞ Bridge Finance
- ☞ Installment Finance
- ☞ Trade and Project Finance

#### Corporate Finance

- ☞ Managers Acquisition
- ☞ Financial Restructuring
- ☞ Syndication of Loans
- ☞ Management of Companies
- ☞ Equity Investment
- ☞ Financial Advisory Services

#### Capital Market Operations

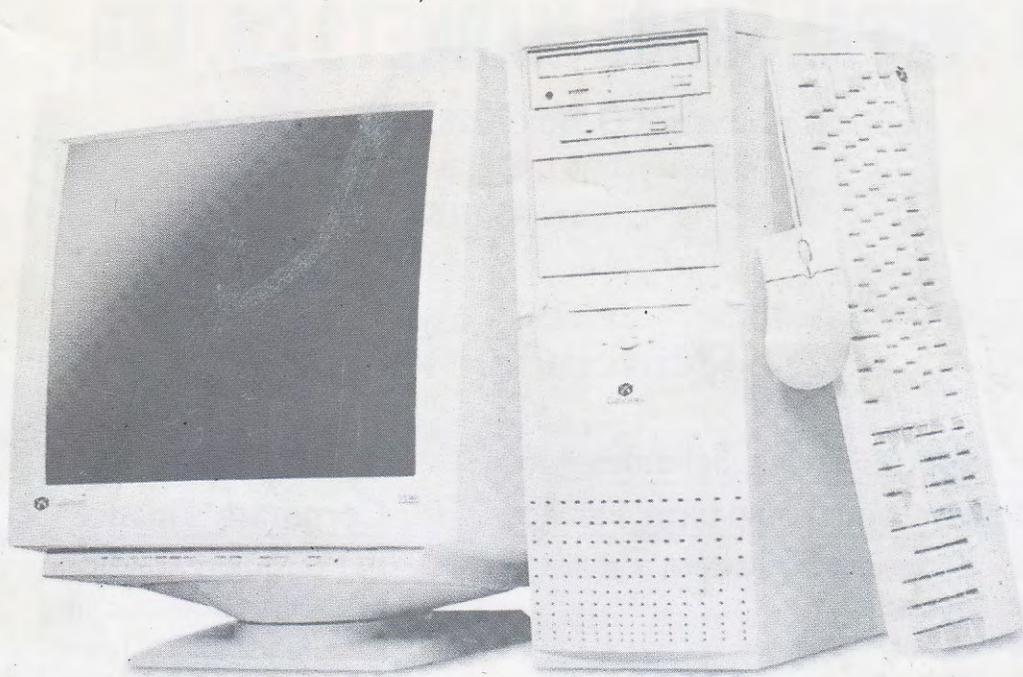
- ☞ Underwriting, Placements and Management of Equity and Debt Issue
- ☞ Portfolio/Fund Management
- ☞ Investment Advisory Service
- ☞ Dealing in Share and Securities
- ☞ Margin in Trading Facilities for Share Trading
- ☞ Dealers in Government Securities (NSB)
- ☞ Dealing in other Fixed Income Securities

**AUTHORIZED DISTRIBUTOR FOR**

**DELL** COMPUTER & **Gateway** COMPUTER



**FOR KINGDOM OF NEPAL**



## **Otard International Pte. Ltd.**

Tangal, G. P. O. Box 4279

Kathmandu, Nepal

Tel : 413933, 427080, 414925

Fax : 977-1-416720

E-mail : [otard@mos.com.np](mailto:otard@mos.com.np)  
[otard@ccsl.com.np](mailto:otard@ccsl.com.np)